

*National Institute of Corrections*

*July 2001*

# Technical Assistance, Information, and Training for Adult Corrections



*Jails*

*Prisons*

*Community Corrections*

Service Plan  
October 1, 2001—September 30, 2002

[www.niclc.org](http://www.niclc.org)

2001-038837

CC

# **Letter From the Director of the National Institute of Corrections**

Dear Colleague:

This document presents the National Institute of Corrections (NIC) service plan for fiscal year 2002, which begins October 1, 2001. It describes technical assistance, information services, and training available to those working in federal, state, and local adult corrections agencies, as well as the cooperative agreements we anticipate funding. The service plan is available on NIC's Web site at [www.nicic.org](http://www.nicic.org). NIC will announce updates to this plan on its Web site throughout the year. The service plan is also available on CD-ROM; send an e-mail to [asknicic@nicic.org](mailto:asknicic@nicic.org).

All activities described here support NIC's mission:

*We are a center of correctional learning and experience. We advance and shape effective correctional practice and public policy that respond to the needs of corrections through collaboration and leadership and by providing assistance, information, education, and training.*

To accomplish our mission, we strive to:

- Take a proactive leadership role in influencing national policies, practices, and operations by developing programs that address areas of emerging interest and concern to corrections executives and practitioners and public policymakers.
- Respond to client agencies and staff with relevant and useful assistance to improve their corrections systems.

We have designed our activities to help you meet challenges in your career and with your staff, your organization, and the offenders you manage. I encourage you to take advantage of the services available. I also invite your comments on the enclosed card regarding NIC's activities and suggestions on how NIC can serve you better.

Morris L. Thigpen

July 2001

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*National Institute of Corrections*

# **Technical Assistance, Information, and Training for Adult Corrections**

Service Plan

October 1, 2001—September 30, 2002

J u l y   2 0 0 1



The document is available on  
NIC's Web site at [www.nicic.org](http://www.nicic.org).  
NIC will announce updates on its  
Web site throughout the year. It is  
also available on CD-ROM; send  
an e-mail to [asknicic@nicic.org](mailto:asknicic@nicic.org).

### **NOTICE**

NIC is fully committed to equal employment opportunity and to ensuring full representation of minorities, women, and disabled persons in the workforce. NIC recognizes the responsibility of every employer to have a workforce that is representative of this nation's diverse population. To this end, NIC urges agencies to provide the maximum opportunity feasible to employees to enhance their skills through on-the-job training, work-study programs, and other training measures so they can perform at their highest potential and advance in accordance with their abilities.





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# Introduction

The National Institute of Corrections (NIC) is a federal agency created in 1974 to provide leadership, training, and technical assistance to the field of corrections. NIC is unique as a federal agency because it provides direct service rather than financial assistance as the primary means of carrying out its mission. NIC responds directly to the needs identified by practitioners working in state and local adult corrections. Its enabling legislation, Public Law 93-415, established an advisory board to provide policy direction and help set program priorities.

## Organizational Structure

NIC is organized so that each primary constituent group in adult corrections—jails, prisons, and community corrections—is represented and served by an NIC division. All adult corrections are also served by the Academy Division, the NIC Information Center, and the Office of Correctional Job Training and Placement (OCJTP). The Special Projects Division coordinates NIC's interagency programs and special projects. The Office of International Assistance provides information to practitioners from other countries.

NIC's administrative offices; the Prisons, Community Corrections, and Special Projects Divisions; Office of International Assistance; and OCJTP are located in Washington, D.C. The Jails and Academy Divisions, Information Center, and NIC Training Center are located in Longmont, Colorado.

## Contact Information

### Washington, D.C., Offices

320 First Street NW.

Washington, DC 20534

Telephone: 202-307-3106

Toll-free: 800-995-6423

Fax: 202-307-3361

Web address: [www.nicic.org](http://www.nicic.org)

Morris L. Thigpen, Director

Larry Solomon, Deputy Director

Allen L. Ault, Chief

Special Projects Division

Susan M. Hunter, Chief

Prisons Division

George M. Keiser, Chief

Community Corrections Division





## Introduction

John E. Moore, Administrator  
Office of Correctional Job Training and Placement

William K. Wilkey, Chief  
Office of International Assistance

### **Longmont, Colorado, Offices**

1960 Industrial Circle  
Longmont, CO 80501  
Telephone: 303-682-0382  
Toll-free: 800-995-6429  
Fax: 303-682-0469

Robert M. Brown, Jr., Chief  
Academy Division

Virginia A. Hutchinson, Chief  
Jails Division

### **NIC Information Center**

1860 Industrial Circle, Suite A  
Longmont, CO 80501  
Telephone: 303-682-0213  
Toll-free: 800-877-1461  
Fax: 303-682-0558  
Web address: [www.nicic.org](http://www.nicic.org)  
E-mail address: [asknicic@nicic.org](mailto:asknicic@nicic.org)  
Fax-on-demand: 303-678-9049

An abstract geometric design featuring a grid pattern. A large, light gray square is positioned in the upper right. Below it, a thick black square frame is visible. To the left of the text, a vertical line intersects a horizontal line. Several smaller black squares are scattered in the lower right area. The overall composition is minimalist and architectural.

# **All Corrections Disciplines: Programs and Services**

## **All Corrections Disciplines: Programs and Services**

### **Leadership and Management**

#### *Training Programs*

- NIC Executive Excellence
- Correctional Leadership Development
- Management Development for Women and Minorities
- Advanced Management Strategies for Women and Minorities
- Strategies for Building Effective Work Teams
- Public and Media Relations for CEOs and PIOs
- Public and Media Relations

### **Helping Agencies Build Capacity for Training**

#### *Training Programs*

- Training for Agency Training Coordinators/Directors
- Training Design and Development
- Training for Small Agency Training Coordinators
- Foundation Skills for Trainers
- Institutional Field Training Officer Program Development
- Small Agency Field Training Officer Program Development

#### *Cooperative Agreement*

- Designing and Managing e-Learning Training Applications

#### *Regionalization*

### **Offender Management**

#### *Distance Learning Training*

- Restorative Justice: Principles, Practices, and Implementation
- Thinking for a Change: An Integrated Approach to Changing Offender Behavior

### **Addressing Staff Sexual Misconduct**

#### *Training Programs*

- Addressing Staff Sexual Misconduct With Inmates
- Investigations of Staff Sexual Misconduct With Inmates

#### *Videoconference*

- Addressing Staff Sexual Misconduct

#### *Technical Assistance*

### **Offender Job Training, Placement, and Retention**

#### *Training Program*

- Offender Workforce Development Specialist

#### *Distance Learning Training*

- Offender Job Retention

### **Women Offenders**

#### *Training Programs*

- Women Offenders: Critical Policy Issues
- Women Offenders: Developing an Agencywide Approach

#### *Publications*

#### *Web Page*



# Leadership and Management

## TRAINING PROGRAMS

### *NIC Executive Excellence*

#### **Who Should Attend**

Upper-level executives of jails, prisons, and community corrections agencies (e.g., deputy directors, assistant commissioners) on career ladders for chief executive positions.

#### **Description**

This 10-month program provides the critical, core knowledge and skills needed to lead correctional organizations. It includes a variety of training, assessment, and experiential activities: 2 weeks of intensive assessment and training in Longmont, Colorado, a field assignment, a 2½-day leadership skills program at a central location, a 3-day culmination training and graduation program in Longmont, and alumni activities.

#### **Application Requirements**

Applicants must attach to Form A (page 121) a resume describing their current responsibilities, an agency organization chart, and a statement of their need for this program and commitment to complete it. See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.

#### **Contact**

Robert Brown, Jr., Academy Division; toll-free telephone: 800-995-6429, ext. 111; e-mail: [rbrown@bop.gov](mailto:rbrown@bop.gov).

**NIC Training Center  
Longmont, CO**

**Dates:** May 12-24, 2002

**Program:** 02-E1001

**Applications Due:** Feb. 12, 2002

#### **Agencies**

Colorado Department of Corrections  
Colorado State Patrol  
Colorado State Probation and Parole  
Colorado State Sheriff's Office  
Colorado State Department of Corrections

#### **Individuals**

Deputy Directors  
Assistant Commissioners  
Chief Executive Officers  
Deputy Chiefs  
Deputy Directors  
Deputy Chiefs  
Deputy Directors  
Deputy Chiefs

#### **Individuals**

Deputy Directors  
Assistant Commissioners  
Chief Executive Officers  
Deputy Chiefs  
Deputy Directors  
Deputy Chiefs  
Deputy Directors  
Deputy Chiefs



**NIC TRAINING CENTER  
LONGMONT, CO**

**Dates:** Apr. 30–May 10, 2002

**Program:** 02–M101

**Applications Due:** Feb. 1, 2002

**Dates:** Aug. 13–23, 2002

**Program:** 02–M102

**Applications Due:** May 13, 2002

**Dates:** Sept. 17–27, 2002

**Program:** 02–M103

**Applications Due:** Jun. 17, 2002

## *Correctional Leadership Development*

### **Who Should Attend**

Individuals with management responsibility for a jail, prison, or community corrections district or regional office, and agency program and service managers. Deputies of these managers will be considered if recommended by their chief executive officer.

### **Description**

This 70-hour program is based on the Leadership Challenge model and provides the opportunity for participants to examine their current leadership style and practice. Through the use of instrumentation, discussion, and experiential activities, they identify their leadership strengths and create a personal leadership development plan.

### **Application Requirements**

**Part I:** Applicants must attach to Form A (page 121) a brief statement of their responsibilities, including how long they have held their current or other management position, an organization chart that clearly indicates their role in the agency, and a statement of their need for this program.

**Part II:** After notification of acceptance, participants will be assigned several preprogram activities. Note that some materials must be completed and returned to the NIC Academy prior to arriving at the training site.

See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.

### **Contacts**

John Eggers, Academy Division; toll-free telephone: 800–995–6429, ext. 152; e-mail: [jeggers@bop.gov](mailto:jeggers@bop.gov).

Dee Halley, Academy Division; toll-free telephone: 800–995–6429, ext. 116; e-mail: [dhalley@bop.gov](mailto:dhalley@bop.gov).

**NIC TRAINING CENTER  
LONGMONT, CO**

**Dates:** Nov. 5–9, 2001

**Program:** 02–M1001

**Applications Due:** July 30, 2001

**Dates:** Mar. 11–15, 2002

**Program:** 02–M1002

**Applications Due:** Dec. 10, 2001

## *Management Development for Women and Minorities*

### **Who Should Attend**

Candidates for management positions or managers working in jails, prisons, and community corrections agencies. (Past participants in NIC's Correctional Leadership Development or Management Development for a Diverse Workforce programs are **not** eligible.)



**Description**

This 36-hour program, designed for women and minorities, addresses the complex issues and skills related to high-performance productivity in a multicultural workforce. Participants identify leadership and learning styles; discuss organizational dynamics, problem-solving techniques, and conflict-resolution strategies; and design a career development plan.

**Application Requirements**

Applicants must attach a statement to Form A (page 121) describing their current position and responsibilities, the number of years they have held a management position, their 5-year career goal, and how this program will benefit them and their agency. See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.

**Contact**

Nancy Shomaker, Academy Division; toll-free telephone: 800-995-6429, ext. 120; e-mail: [nshomaker@bop.gov](mailto:nshomaker@bop.gov).

## *Advanced Management Strategies for Women and Minorities*

**Who Should Attend**

Staff working in jails, prisons, and community corrections agencies who have completed the NIC Management Development for a Diverse Workforce or Management Development for Women and Minorities training program.

**Description**

This multidimensional 36-hour program prepares women and minorities for advanced leadership roles in the correctional environment. It features an experiential leadership lab in which complex organizational issues are simulated and leadership skills are demonstrated and assessed. Participants examine all aspects of organizational leadership and plan for career advancement. Teams of participants are assigned mentors who assist them with pre- and posttraining field work.

**Application Requirements**

Applicants must attach an agency organization chart and a statement to Form A (page 121) describing their current position and responsibilities, and the types and dates of promotions they have received over the past 5 years. See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.

**NIC TRAINING CENTER  
LONGMONT, CO****Dates:** June 24-28, 2002**Program:** 02-M1003**Applications Due:** Mar. 25, 2002



### Contact

Nancy Shomaker, Academy Division; toll-free telephone: 800-995-6429, ext. 120; e-mail: [nshomaker@bop.gov](mailto:nshomaker@bop.gov).

## Strategies for Building Effective Work Teams

### NIC Training Center Longmont, CO

Dates: June 24-28, 2002

Program: 02-S4701

Applications Due: Mar. 25, 2002

### Who Should Attend

Executive-level administrators, deputy administrators, supervisors, and managers in jails, prisons, and community corrections agencies who lead multimember work groups that share common goals. **The program is designed for individual applicants; group applications will not be considered.**

### Description

This 36-hour program provides strategies for developing, implementing, managing, and evaluating work teams within a work unit and agency wide. It covers individual and group leadership techniques, group dynamics, work team characteristics, and ways to overcome organizational barriers to team development.

### Application Requirements for Longmont, Colorado

Applicants must attach a statement to Form A (page 121) describing the organizational structure of their work units, the primary mission and goals of the units, and how this program will assist them with quality improvement in their units and agency. See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.

### Application Requirements for Partnership Sites

**Agencies** interested in hosting this program must submit Form B (page 121). See "Partnership Programs" (page 117) for more information.

**Individuals** interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions. Note that NIC does **not** pay any expenses related to attendance at this partnership program.

### Contacts

Mike Dooley, Academy Division; toll-free telephone: 800-995-6429, ext. 132; e-mail: [mdooley@bop.gov](mailto:mdooley@bop.gov).

John Eggers, Academy Division; toll-free telephone: 800-995-6429, ext. 152; e-mail: [jeggers@bop.gov](mailto:jeggers@bop.gov).

### PARTNERSHIP SITES \*

Dates: Apr. 22-26, 2002

Program: 02-R026

Applications Due: Dec. 10, 2001

Dates: Sept. 9-13, 2002

Program: 02-R027

Applications Due: Mar. 11, 2002

\*When sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).





## Public and Media Relations for CEOs and PIOs

### Who Should Attend

Two-person teams consisting of the chief executive officer (CEO) (state director of corrections, sheriff with oversight of a large jail complex, or executive director of a community corrections agency) and his or her public information officer (PIO), both of whom interact with the legislature, the media, and public interest groups.

### Description

This 24-hour training program teaches CEOs and PIOs of large corrections agencies how to manage media and public relations. The training covers media policy, key media contacts, an open and cooperative image, crisis management, and the skills to create a positive public opinion of corrections during interviews and news conferences.

### Application Requirements

Each team member must complete Form A (page 121); only one supplemental statement for the team is required. This statement must describe how **each** team member's position involves working with the media, any issues that have attracted significant public attention to their agency, and how this training program will benefit them and their agency. See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.

### Contact

Mike Dooley, Academy Division; toll-free telephone: 800-995-6429, ext. 132; e-mail: [mdooley@bop.gov](mailto:mdooley@bop.gov).

**NIC TRAINING CENTER**  
**LONGMONT, CO**

**Dates:** June 12-14, 2002

**Program:** 02-M201

**Applications Due:** Mar. 12, 2002

## Public and Media Relations

### Who Should Attend

Correctional administrators, managers, and public information officers who are required to interact with individuals and groups outside of corrections, such as the legislature, the media, and public interest groups.

### Description

This 36-hour program helps participants develop the skills and abilities needed to deal effectively with the media and the general public. Presentation skills are refined by extensive use of videotaping.

### PARTNERSHIP SITE \*

**Dates:** Mar. 5-8, 2002

**Program:** 02-R017

**Applications Due:** Dec. 10, 2001

\*When sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).



### **Application Requirements for Partnership Programs**

**Agencies** interested in hosting this program must submit Form B (page 121). After acceptance as a site, the site coordinator must obtain from each proposed participant a completed Form A and a statement that describes their current position and responsibilities, frequency of contact with the media and the public, any issues that have attracted significant public attention to their agency, and how this program will benefit them and their agency. See "Partnership Programs" (page 117) for more information.

**Individuals** interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions. Note that NIC does **not** pay any expenses related to attendance at this program.

### **Contact**

Mike Dooley, Academy Division; toll-free telephone: 800-995-6429, ext. 132; e-mail: [mdooley@bop.gov](mailto:mdooley@bop.gov).

## **Helping Agencies Build Capacity for Training**

### **TRAINING PROGRAMS**

#### *Training for Agency Training Coordinators/Directors*

#### **NIC Training Center Longmont, CO**

**Dates:** Mar. 17–22, 2002

**Program:** 02-S811

**Applications Due:** Dec. 17, 2001

**Dates:** June 16–21, 2002

**Program:** 02-S812

**Applications Due:** Mar. 15, 2002

#### **Who Should Attend**

Staff from jails, prisons, and community corrections agencies who serve as the training coordinator/director for the agency or institution on a full- or part-time basis. Priority consideration will be given to applicants relatively new to the position.

#### **Description**

This 32- to 36-hour program provides participants with the knowledge and skills to serve as agency or institution training coordinator/director and is recommended for those who recently assumed that role. It covers such topics as developing training policy, procedures, and an annual training plan; identifying cost-effective alternatives to classroom training; developing effective training; assessing the impact of training on the agency; and supporting the agency's strategic objectives via training.



### **Application Requirements for Longmont, Colorado**

Applicants must attach a statement to Form A (page 121) indicating they are currently serving as the agency or institution training coordinator/director or will soon assume that role. See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.

### **Application Requirements for Partnership Programs**

**Agencies** interested in hosting this program must submit Form B (page 121). See "Partnership Programs" (page 117) for more information.

**Individuals** interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions. Note that NIC does **not** pay any expenses related to attendance at this program.

### **Contact**

Tom Reid, Academy Division; toll-free telephone: 800-995-6429, ext. 134; e-mail: [treid@bop.gov](mailto:treid@bop.gov).

### **PARTNERSHIP SITES \***

**Dates:** Dec. 3-6, 2001

**Program:** 02-R023

**Applications Due:** Aug. 31, 2001

**Dates:** Jan. 7-10, 2002

**Program:** 02-R024

**Applications Due:** Oct. 10, 2001

**Dates:** Sept. 16-19, 2002

**Program:** 02-R025

**Applications Due:** Mar. 11, 2002

\*When sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).

## *Training Design and Development*

### **Who Should Attend**

Trainers who have completed a basic training-for-trainers course of at least 40 hours and who have subsequent experience training jail, prison, or community corrections staff.

### **Description**

This 36-hour program follows the Instructional Theory into Practice model for systematically designing training. It covers learner-centered instruction, adult learning theory, needs assessments, performance objectives, instructional strategies, training aids, and evaluation methods. Participants design and develop a lesson plan as part of this training program.

### **Application Requirements for Longmont, Colorado**

Applicants must attach a copy of a certificate or other document to Form A (page 121) showing they completed a basic training-for-trainers course. See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.

### **NIC TRAINING CENTER LONGMONT, CO**

**Dates:** Apr. 7-12, 2002

**Program:** 02-S101

**Applications Due:** Jan. 7, 2002

**Dates:** July 28-Aug. 2, 2002

**Program:** 02-S102

**Applications Due:** Apr. 29, 2002



#### **PARTNERSHIP SITES \***

**Dates:** June 3-7, 2002

**Program:** 02-R028

**Applications Due:** Mar. 4, 2002

**Dates:** Aug. 12-16, 2002

**Program:** 02-R029

**Applications Due:** Mar. 11, 2002

\*When sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).

### **Application Requirements for Partnership Programs**

**Agencies** interested in hosting this program must submit Form B (page 121). See "Partnership Programs" (page 117) for more information.

**Individuals** interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions. Note that NIC does **not** pay any expenses related to attendance at this program.

#### **Contact**

Tom Reid, Academy Division; toll-free telephone: 800-995-6429, ext. 134; e-mail: [treid@bop.gov](mailto:treid@bop.gov).

## **Training for Small Agency Training Coordinators**

### **Who Should Attend**

Staff from small jails, prisons, residential community corrections facilities, and probation and parole agencies who serve as the training coordinator for the agency or institution as an added duty.

### **Description**

This 32- to 36-hour program is ideal for a newly appointed training coordinator at a small agency or small institution. It stresses development of the annual training plan, alternatives to classroom training, strategies for effective training, and the efficient use of limited training resources.

### **Application Requirements**

Several partnership programs are available with dates to be determined.

**Agencies** interested in hosting this training program must complete Form B (page 121). See "Partnership Programs" (page 117) for more information.

**Individuals** interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions. Note that NIC does **not** pay any expenses related to attendance at this program.

#### **Contact**

Tom Reid, Academy Division; toll-free telephone: 800-995-6429, ext. 134; e-mail: [treid@bop.gov](mailto:treid@bop.gov).

#### **PARTNERSHIP SITES**

When dates and sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).





## Foundation Skills for Trainers

### Who Should Attend

Jail, prison, and community corrections staff who have been designated to deliver in-house training, especially new trainers.

### Description

This 36-hour basic training-for-trainers program prepares participants to deliver established training curriculums. It covers adult learning theory, including characteristics of learners and learning styles, and how to manage the learning environment. The program provides an orientation to lesson plans, performance objectives, teaching methods, and use of training aids.

### Application Requirements

**Agencies** interested in hosting this program must submit Form B (page 121). See "Partnership Programs" (page 117) for more information.

**Individuals** interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions. Note that NIC does **not** pay any expenses related to attendance at this program.

### Contact

Lillie Hopkins, Academy Division; toll-free telephone: 800-995-6429, ext. 124; e-mail: [lhopkins@bop.gov](mailto:lhopkins@bop.gov).

## Institutional Field Training Officer Program Development

### Who Should Attend

Staff from jails, prisons, and residential community corrections agencies who are responsible for developing or enhancing an on-the-job training (OJT) program for new facility employees based on a corrections-specific field training officer (FTO) model. Previous training as a trainer is helpful but not required.

### Description

This 24- to 28-hour program provides participants with the knowledge and skills to develop and implement a formal skills-based OJT program

### PARTNERSHIP SITES \*

**Dates:** Jan. 28–Feb. 1, 2002

**Program:** 02–R018

**Applications Due:** Oct. 29, 2001

**Dates:** Apr. 29–May 3, 2002

**Program:** 02–R019

**Applications Due:** Dec. 10, 2001

**Dates:** July 29–Aug. 2, 2002

**Program:** 02–R020

**Applications Due:** Mar. 11, 2002

\*When sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).

### NIC TRAINING CENTER LONGMONT, CO

**Dates:** Jan. 28–Feb. 1, 2002

**Program:** 02–S901

**Applications Due:** Oct. 29, 2001



**PARTNERSHIP SITES\***

**Dates:** Oct. 23-25, 2001

**Program:** 02-R021

**Applications Due:** July 23, 2001

**Dates:** Feb. 5-7, 2002

**Program:** 02-R022

**Applications Due:** Dec. 10, 2001

\*When sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).

for new facility employees using an FTO/OJT model. The model may have limited applicability for parole and probation agencies that do not operate residential facilities.

**Application Requirements for Longmont, Colorado**

Applicants must attach a statement signed by the chief executive officer to Form A (page 121) confirming that the agency intends to develop or enhance an FTO/OJT program during the coming year. See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.

**Application Requirements for Partnership Programs**

**Agencies** interested in hosting this program must submit Form B (page 121). See "Partnership Programs" (page 117) for more information.

**Individuals** interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions. Note that NIC does **not** pay any expenses related to attendance at this program.

**Contact**

Tom Reid, Academy Division; toll-free telephone: 800-995-6429, ext. 134; e-mail: [treid@bop.gov](mailto:treid@bop.gov).

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*Small Agency Field Training Officer Program Development*

**Who Should Attend**

Staff from small jails, prisons, and residential community corrections facilities who are responsible for developing or enhancing a formal on-the-job training (OJT) program for new employees based on an institutional field training officer (FTO) corrections-specific model. Previous training as a trainer is helpful but not required.

**Description**

This 24- to 28-hour program assists small agencies in developing a formal OJT program for new facility employees. It stresses cost effectiveness, systemic acquisition of skills, proficiency testing, and thorough documentation based on a corrections-specific, task-based FTO delivery model for small agencies.

**Application Requirements**

Several partnership programs are available with dates to be determined.

**Agencies** interested in hosting this training program must complete Form B (page 121). See "Partnership Programs" (page 117) for more information.

**PARTNERSHIP SITES**

When dates and sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).



**Individuals** interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions. Note that NIC does **not** pay any expenses related to attendance at this program.

### **Contact**

Tom Reid, Academy Division; toll-free telephone: 800-995-6429, ext. 134; e-mail: [treid@bop.gov](mailto:treid@bop.gov).

## **COOPERATIVE AGREEMENT**

The National Institute of Corrections awards cooperative agreements to fund the planning, development, and implementation of its strategic plan. Unlike grants and other types of funding, cooperative agreements require that NIC work closely with the awardees to achieve their stated goals. Announcements for cooperative agreements are posted in the *Federal Register* and on the NIC Web site: [www.nicic.org](http://www.nicic.org).

### *Designing and Managing e-Learning Training Applications*

#### **Scope of Work**

This project includes the design, development, and delivery of up to four e-Learning training programs. The award recipient will create learner-centered instructional programming for dissemination and delivery over the Internet. Among other activities, the award recipient is responsible for the development of interactive training applications that use visually stimulating learning frames supported by audio and/or video enhancement, pre- and posttesting of participant performance; and pilot delivery of each program design.

The award recipient will manage e-Learning programming, including but not limited to registering participants, tracking participant performance in each e-Learning program, disseminating logistical and content training materials, providing 24/7 technical support, awarding certificates of completion, and generating activity and completion reports.

Note: NIC may consider awarding two cooperative agreements, one award for instructional design and one award for management of the e-Learning programs.

#### **Anticipated Funding**

\$250,000





## **Date Request for Applications (RFA) Will Be Published in the Federal Register**

November 2001

### **Contact**

Steven Swisher, Academy Division; toll-free telephone: 800-995-6429, ext. 126; e-mail: [sswisher@bop.gov](mailto:sswisher@bop.gov).

## **REGIONALIZATION**

### **Who Should Apply**

Trainers—especially training managers—from jails, prisons, and community corrections.

### **Description**

To enhance correctional training at the federal, state, and local levels, the Academy Division provides the opportunity for training managers and trainers to meet and exchange ideas with their counterparts in other jurisdictions. The Academy coordinates a national network of training volunteers known as regional field coordinators (RFCs), eight of whom represent each of four regions of the country (two RFCs each from jails, prisons, community corrections, and juvenile justice).

The RFCs help focus NIC activities to local trainers' needs and identify training activities available from sources other than NIC. Each fall, the Academy sponsors a meeting of the RFCs to plan activities based on input from correctional training personnel in their regions. They also design regional workshops and other activities partially funded by NIC.

### **Application Requirements**

Individuals interested in becoming part of the national network of training volunteers must submit Form E (page 12-1), which is also available on the NIC Web site.

Information about these volunteer training activities will be posted on NIC's Web site. Training events will also be announced through fliers and other means. Agencies are responsible for travel and per diem costs associated with their trainers attending these events. A list of the RFCs can be obtained from the Web site or by contacting the Academy Division.

### **Contact**

Mike Dooley, Academy Division; toll-free telephone: 800-995-6429, ext. 132; e-mail: [mdooley@bop.gov](mailto:mdooley@bop.gov).



### NIC ACADEMY TRAINING REGIONS



## Offender Management

### DISTANCE LEARNING TRAINING

#### *Restorative Justice: Principles, Practices, and Implementation*

##### **Who Should Attend**

Individuals or teams from state and local jurisdictions who will implement restorative justice initiatives and practices.

##### **Description**

This 32-hour program explores the principles, values, and practices of restorative justice. Participants learn to develop systems, structure, and protocols to implement a restorative justice model. Creating active partnerships with communities and opportunities for victim participation is addressed. Participant teams prepare a strategic action plan to design, develop, and implement restorative justice practices locally.

The 8-hour site coordinator/facilitator training session is held before the course and deals with the off-air activities and facilitator skills and knowledge needed to coordinate the training at the site.

##### **DISTANCE LEARNING\***

**Site Coordinator/Facilitator**

**Training Dates:** Nov. 7-8, 2001

**Training Program Dates:**

Jan. 28-Feb. 1, 2002

**Program:** 02-68001

**Applications Due:** Oct. 5, 2001

\*When sites are selected, they will be posted at [www.nic.org](http://www.nic.org).



### **Application Requirements**

**Agencies** interested in hosting this distance learning training must submit Form D (page 121). See "Distance Learning Training" (page 97) for additional information.

**Individuals** interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions.

### **Contacts**

Program content: Mike Dooley, Academy Division; toll-free telephone: 800-995-6429, ext. 132; e-mail: [mdooley@bop.gov](mailto:mdooley@bop.gov).

Distance learning technology: Ed Wolahan, Academy Division; toll-free telephone: 800-995-6429, ext. 131; e-mail: [ewolahan@bop.gov](mailto:ewolahan@bop.gov).

## ***Thinking for a Change: An Integrated Approach to Changing Offender Behavior***

### **DISTANCE LEARNING\***

#### **Site Coordinator/Facilitator**

**Training Dates:** May 15-16, 2002

#### **Training Program Dates**

Sept. 16-20, 2002

**Program:** 02-S9004

**Applications Due:** Apr. 15, 2002

\*When sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).

### **Who Should Attend**

Jail, prison, or community corrections staff who, as part of their agency's approach to recidivism reduction, facilitate or plan to facilitate offender groups using the NIC cognitive behavior change program, Thinking for a Change.

Positions may include group treatment providers, correctional officers, case managers, probation officers, educators, psychological staff, or other individuals whose job includes delivering programs for offenders.

### **Description**

This training prepares facilitators to deliver the Thinking for a Change program with offender groups. The program integrates cognitive approaches for changing behavior by restructuring offenders' thinking (e.g., antisocial attitudes, values, or beliefs) and teaching prosocial cognitive skills (e.g., effective problem solving and the ability to consider consequences). Participants in the facilitator's program practice delivering a lesson from each of the core elements of the curriculum.

The 8-hour site coordinator/facilitator training session is held before the course and deals with the off-air activities and facilitator skills and knowledge needed to coordinate the training at the site.



## Application Requirements

**Agencies** interested in hosting this distance learning training must submit Form D (page 121). See "Distance Learning Training" (page 97) for additional information.

**Individuals** interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions.

## Contacts

Program content: Steven Swisher, Academy Division; toll-free telephone: 800-995-6429, ext. 126; e-mail: [sswisher@bop.gov](mailto:sswisher@bop.gov).

Distance learning technology: Ed Wolahan, Academy Division; toll-free telephone: 800-995-6429, ext. 131; e-mail: [ewolahan@bop.gov](mailto:ewolahan@bop.gov).

# Addressing Staff Sexual Misconduct

## TRAINING PROGRAMS

### *Addressing Staff Sexual Misconduct With Inmates*

#### Who Should Attend

This program is appropriate only for three-person teams from state prison systems and jails who have the ability to design and implement departmental policy. The state teams **must** include department of corrections central office and prison managers. The jail teams **might** include the sheriff, jail administrator, director of the department of corrections, or the person responsible for drafting policy or developing and implementing staff training in this area.

#### Description

This 36-hour program helps participants develop sound practices to address sexual misconduct between staff and inmates. It focuses on the scope of the problem, policy development, training strategies, legal liabilities, investigative procedures, responses to the media, and state and federal legislation.

**AMERICAN UNIVERSITY  
SCHOOL OF LAW  
WASHINGTON, D.C.**

**Dates:** Mar. 10-15, 2002

**Program:** 02-P3401

**Applications Due:** Dec. 10, 2001





### **Application Requirements**

Each team member must complete Form A (page 121); only one supplementary statement for the team is required. The statement must describe the agency's current policy or practices for responding to sexual misconduct, the status and stipulations of state law, and the agency's investigative procedures related to staff sexual misconduct. See "NIC-Paid Training Beyond Longmont, Colorado" (page 113) for more information.

### **Contact**

Allen Ault, Special Projects Division, toll-free telephone 800-995-6423, ext. 70147; e-mail: [aault@bop.gov](mailto:aault@bop.gov).

## ***Investigations of Staff Sexual Misconduct With Inmates***

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**AMERICAN UNIVERSITY  
SCHOOL OF LAW  
WASHINGTON, D.C.**

**Dates:** July 7-12, 2002

**Program:** 02-P3402

**Applications Due:** Apr. 8, 2002

### **Who Should Attend**

This program is appropriate only for three-person teams from state prisons and jails who have the ability to design and implement departmental policy. Appropriate selections may include senior administrators of internal affairs, human resources, and legal departments and jail and prison operations.

### **Description**

This 36-hour training program helps participants develop sound practices for investigating allegations of sexual misconduct between staff and inmates. It provides state-of-the-art information, skills, and knowledge on such topics as the investigator's relationship with medical and mental health staff, the technique of questioning alleged victims who are likely to have histories of abuse, streamlining multiple interviews, and legal issues related to investigations.

### **Application Requirements**

Each team member must complete Form A (page 121); only one supplementary statement for the team is required. The statement must describe the agency's current policies or practices for responding to sexual misconduct and related investigative policy, the status and stipulations of state law, and the agency's investigative procedures related to staff sexual misconduct. See "NIC-Paid Training Beyond Longmont, Colorado" (page 113) for more information.

### **Contact**

Allen Ault, Special Projects Division, toll-free telephone 800-995-6423, ext. 70147; e-mail: [aault@bop.gov](mailto:aault@bop.gov).



## VIDEOCONFERENCE

### *Addressing Staff Sexual Misconduct*

#### **Who Should Attend**

Administrators, management, or staff of any jail, prison, or community corrections facility.

#### **Description**

This 3-hour videoconference will address how to develop sound agency practices to address sexual misconduct between staff and offenders. It will focus on the scope of the problem, policy development, training strategies, legal liabilities, investigative procedures, responses to the media, and state and federal legislation.

#### **Application Requirements**

**Agencies** interested in hosting this videoconference must submit Form C (page 121). Registration can also be completed online at NIC's Web site: [www.nicic.org](http://www.nicic.org). See "Videoconferences" (page 91) for additional information.

**Individuals** interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions.

#### **Contacts**

Program content: Andie Moss, Prisons Division; toll-free telephone: 800-995-6423, ext. 30485; e-mail: [amoss@bop.gov](mailto:amoss@bop.gov).

Videoconference technology: Ed Wolahan, Academy Division; toll-free telephone: 800-995-6429, ext. 131; e-mail: [ewolahan@bop.gov](mailto:ewolahan@bop.gov).

#### **Videoconferences\***

**Date:** Dec. 12, 2001

**Program:** 02-80002

**Applications Due:** Dec. 5, 2001

\*Visit [www.nicic.org](http://www.nicic.org) for sites.

## TECHNICAL ASSISTANCE

Technical assistance is available to assist jails and state departments of corrections with issues related to staff sexual misconduct.

For more information and to apply for technical assistance, see "Technical Assistance" (page 85).



## Offender Job Training, Placement, and Retention

The Office of Correctional Job Training and Placement (OCJTP) was legislatively established within NIC in March 1995 to encourage and support job training and placement programs that provide services to offenders in custody or under community supervision and ex-offenders through the provision of technical assistance, training, and information services. For more information, contact John Moore; toll-free telephone: 800-995-6423, ext. 44278, or 202-514-4278.

### TRAINING PROGRAM

#### *Offender Workforce Development Specialist*

##### **ST. LOUIS, MISSOURI**

Week 1 (02-1322) Jan. 6-11, 2002  
Week 2 (02-1323) Feb. 10-15, 2002  
Week 3 (02-1324) Mar. 17-22, 2002  
**Applications Due:** Oct. 5, 2001

##### **SAN ANTONIO, TEXAS**

Week 1 (02-1325) Aug. 11-16, 2002  
Week 2 (02-1326) Sept. 15-20, 2002  
Week 3 (03-1321) Oct. 20-25, 2002  
**Applications Due:** May 3, 2002

##### **Who Should Attend**

Applicants must apply for the program as members of a five-person team with one alternate. It is preferable that one member of the team holds a master's degree in counseling (e.g., educational psychology, vocational rehabilitation, sociology, or another related field). Each team member must have basic skills as a trainer; experience is preferred. All members of the team must represent organizations that are directly or indirectly responsible for assisting offenders in one or more of the following areas: job skills training and job and career counseling, placement, advancement, and retention.

The primary sponsoring agency (public corrections organization) must be a federal, state, or local correctional agency that provides job training or placement services to offenders directly or indirectly. This agency is responsible for the submission of all information requested for training consideration to NIC.

Cosponsoring agencies may include organizations working with public corrections or organizations that assist offenders in one or more of the following areas: job skills training and job and career counseling, placement, advancement, and retention. Locations where these services are provided may include other correctional agencies (such as jails, prisons, and community corrections) and colleges, private nonprofit organizations, departments of labor, departments of vocational rehabilitation, and related agencies.





## Description

The 148-hour Offender Workforce Development Specialist (OWDS) training program consists of three blocks of 4½ days (or 36 hours) each, for a total of 108 hours of classroom instruction and an additional 40 hours of practicum and homework assignments. The three blocks of training are approximately 30 days apart, which allows participants to return to work and take care of critical job responsibilities while completing practicum and reading assignments. A thorough discussion must take place between trainees and their administrators on balancing workload and training requirements.

This train-the-trainer program is designed for five-person teams, in which each OWDS is instructed in 11 competencies and also trained to train other offender employment service providers located in their jurisdictions upon completion of the 3-week series. The curriculum for use by OWDS to provide training to other service providers will increase their basic skill levels in the areas of workforce development and career facilitation. Each module in this curriculum is designed to stand alone for maximum flexibility. Trainees will be provided with instructor materials, including videotapes for use in training others at the state, regional, and local level.

The selection of teams is based largely on a review of the team's application, the application of each individual, the requested proposal, and supplemental information. The diversity of a team will also be taken into consideration.

Course objectives include:

- Assessing the current skills of participants related to workforce development and career facilitation and determining areas that need improvement.
- Enhancing existing skills and developing skills related to workforce development and career facilitation.
- Preparing a team action plan for conducting OWDS training in their local and state jurisdictions for practitioners who provide employment services to offenders.
- Preparing participants to train other practitioners who provide employment services to offenders.

The OWDS training meets all 11 competency requirements for certification as a career development facilitator (CDF) through the National Career Development Association and the Center for Credentialing and Education, which is affiliated with the National Board for Certified Counselors. These competencies include: facilitation skills; career theory; ethics, scope of practice, and consultation; instruction and group facilitation; diverse populations; assessment; risk factors; interventions and action plans; career



information and technology; job seeking and employability; and program design and implementation. Each trainee is strongly urged to apply for certification or provisional certification as a CDF. This training also leads to both undergraduate and graduate credit for qualified applicants and continuing education units (CEUs).

### **Application Requirements**

The standard application process NIC uses for other training opportunities has been altered because this program is provided under contract to the National Career Development Association (NCDA). Contact NCDA to receive a packet of information that includes the "Administrative Guide for Offender Workforce Development Specialist Training" and special application forms.

### **Contact**

National Career Development Association, 10820 East 45th Street, Suite 210, Tulsa, OK 74146; telephone: 866-367-6232 or 918-663-7060; e-mail address: [dpenn@ncda.org](mailto:dpenn@ncda.org).

## **DISTANCE LEARNING TRAINING**

### *Offender Job Retention*

#### **DISTANCE LEARNING\***

##### **Site Coordinator/Facilitator**

**Training Dates:** June 5-6, 2002

##### **Training Program Dates:**

Oct. 7-12, 2002

**Program:** 02-S9006

**Applications Due:** May 6, 2002

\*When sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).

### **Who Should Attend**

A three-person team from each site consisting of a person knowledgeable about offender employment, a facilitator/trainer, and a person with the technical knowledge and skills to use the satellite or Internet format. Team members could come from jails, prisons, or community corrections and colleges, private/nonprofit organizations, departments of labor (one-stop shops), departments of vocational rehabilitation, or related agencies.

### **Description**

This 8-hour site coordinator/facilitator training session deals with the off-air activities and facilitator skills and knowledge needed to coordinate the 32-hour advanced-level course offering offender employment specialists the skills, strategies, and resources to address significant job retention issues and increase offenders' employment success.

### **Application Requirements**

**Agencies** interested in hosting this distance learning training must submit Form D (page 121). See "Distance Learning Training" (page 97) for additional information.



**Individuals** interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions.

### Contacts

Program content: Melissa Houston, telephone: 512-453-2020; e-mail: [mhouston@concentric.net](mailto:mhouston@concentric.net) and John Moore, Office of Correctional Job Training and Placement, toll-free telephone: 800-995-6423, ext. 44278; e-mail: [jmoore@bop.gov](mailto:jmoore@bop.gov).

Distance learning technology: Ed Wolahan, Academy Division; toll-free telephone: 800-995-6429, ext. 131; e-mail: [ewolahan@bop.gov](mailto:ewolahan@bop.gov).

## Women Offenders

### TRAINING PROGRAMS

#### *Women Offenders: Critical Policy Issues*

##### Who Should Attend

Criminal justice officials and corrections administrators who have the authority to shape policy regarding the design and use of sanctions and services for women offenders (e.g., administrators of jails, prisons, and community corrections agencies; deputy commissioners; regional directors; sheriffs; judges; prosecutors; public defenders; and court administrators).

##### Description

This 30-hour program explores critical issues in managing women offenders across the criminal justice system. Key topics include profiles of women offenders and trends in female criminality, effective responses to substance-abusing women offenders, policy issues regarding sentencing women, principles related to responding to gender differences, promising practices with women offenders, the impact of broader public policies on women offenders (e.g., welfare and child custody); and partnerships with the community.

##### Application Requirements

**Agencies** interested in hosting this program must submit Form B (page 121) and demonstrate both the commitment and a concrete plan for recruiting policy-level participants from agencies across the criminal justice

##### PARTNERSHIP SITES \*

**Dates:** TBD (spring 2002)

**Program:** 02-I502

**Applications Due:** Jan. 18, 2002

**Dates:** TBD (late summer 2002)

**Program:** 02-I503

**Applications Due:** Apr. 5, 2002

\*When dates and sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).



system. Host agencies will be encouraged to work with NIC to tailor the curriculums to specific regional or state interests. See "Partnership Programs" (page 117) for more information.

**Individuals** interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions. Note that NIC does **not** pay any expenses related to attendance at this program.

#### **Contact**

Mary Whitaker, NIC Special Projects Division; toll-free telephone: 800-995-6423, ext. 40378; e-mail: [mwhitaker@bop.gov](mailto:mwhitaker@bop.gov).

## *Women Offenders: Developing an Agencywide Approach*

**NIC Training Center  
Longmont, CO**

**Dates:** July 7-12, 2002

**Program:** 02-1501

**Applications Due:** Apr. 8, 2002

#### **Who Should Attend**

Three-person teams from jails, prisons, or community corrections agencies that will commit to developing an agencywide plan for an effective response to women offenders. Teams must include an agency administrator with authority to direct resources to effect the planned changes in policy and practice and two managers responsible for implementation.

#### **Description**

This 36-hour program leads participant teams through strategic planning to develop an agency plan that provides coordination and direction to effectively manage women offenders. The plans will guide development of agency policies and procedures to ensure that responsive and effective services are provided to meet the supervision and programming needs of women offenders.

#### **Application Requirements**

Each team member must complete Form A (page 121); only one supplementary statement for the team is required. The statement must describe a critical issue facing the agency in the management of women offenders, the role of each team member in implementing a systemic plan for working with women offenders, and the team's commitment to meet with senior management to review the plan developed. See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.





### Contact

Mary Whitaker, NIC Special Projects Division; toll-free telephone: 800-995-6423, ext. 40378; e-mail: [mwhitaker@bop.gov](mailto:mwhitaker@bop.gov).

## PUBLICATIONS

Documents available from NIC on women offenders include:

- *Classification of Women Offenders in State Correctional Facilities.*
- *Directory of Community-Based Programs for Women.*
- *Women in Jail: Classification Issues.*
- *Women in Jail: Facility Planning Issues.*
- *Women in Jail: Legal Issues.*

To request copies of documents, see "Information Services" (page 81).

## WEB PAGE

NIC maintains a Web page on women offender issues at its Web site: [www.nicic.org](http://www.nicic.org) (click Services, Special Focus Topics, and Women Offender Issues). In this location you will find information on training and technical assistance regarding the management of women offenders for all components of corrections; publications; information and policy development projects; and links to related Web sites on women, children, and families in the criminal justice system. The Mother-Child Community Corrections Project page features an interactive database and national directory on community corrections supervision strategies for women offenders.





# Jails: Programs and Services

An abstract geometric design featuring a grid pattern. A large, light gray square is positioned in the upper right. Below it, a smaller, solid black square is visible. To the right of the main title, there is a large, solid black square. Below this, there are two smaller, solid black squares. The design is composed of various geometric shapes and lines, creating a complex, layered effect.

## **Jails: Programs and Services**

### **Jail Administration**

#### *Training Programs*

Administering the Small Jail

Jail Administration

Jail Resource Management

#### *Technical Assistance*

*Small Jails: State-Based Assistance*

#### *Publications*

### **Inmate Supervision and Management**

#### *Training Programs*

Effective Inmate Supervision

Orientation to Direct-Supervision Jails

How to Run a Direct-Supervision Housing Unit: Training for Trainers

#### *Technical Assistance*

#### *Publications*

#### *Videotape*

### **Inmate Classification in Jails**

#### *Training Program*

Orientation to Objective Classification

#### *Technical Assistance*

#### *Publications*

### **New Jail Planning**

#### *Training Programs*

Planning of New Institutions

Managing Jail Design and Construction

#### *Technical Assistance*

Community Meetings

Transition Assistance

General Technical Assistance

#### *Publications*

### **Educating Local Officials and the Community**

#### *Training Program*

The Jail as a Part of County Government

#### *Technical Assistance*

#### *Publications*

#### *Videotape*

### **Jail Standards and Inspections**

#### *Training and Technical Assistance*

### **Jail Mental Health Services**

#### *Training Programs*

Planning and Implementing Effective Mental Health Services in Large Jails

Planning and Implementing Effective Mental Health Services in Small/Medium Jails

#### *Videoconference*

Mentally Ill Inmates in Jails: Meeting the Challenge

#### *Technical Assistance*

#### *Publications*



# Jail Administration

A wide variety of challenges are inherent in jail administration, and jail administrators need specific types of information and tools to effectively manage their operations. The NIC Jails Division provides training, technical assistance, and information on the administration of jail functions. Training is targeted for small and medium-sized jails, and technical assistance and information are available to all jails.

## TRAINING PROGRAMS

### *Administering the Small Jail*

#### **Who Should Attend**

Administrators of jails with fewer than 150 beds who directly oversee day-to-day jail operations.

#### **Description**

This 40-hour program focuses on effective small-jail administration and includes instruction on administrative liability, jail standards, policies and procedures, and documentation of operations. It also covers inmate supervision and management; fire protection, safety, and sanitation; determination of staffing needs; and development of staff training plans.

#### **Application Requirements**

Applicants must submit Form A (page 121). See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.

#### **Contact**

Dave Pacholl, Jails Division; toll-free telephone: 800-995-6429, ext. 166; e-mail: [dpacholl@bop.gov](mailto:dpacholl@bop.gov).

#### **NIC TRAINING CENTER LONGMONT, CO**

**Dates:** Feb. 3-8, 2002

**Program:** 02-J2802

**Applications Due:** Nov. 3, 2001

**Dates:** May 12-17, 2002

**Program:** 02-J2803

**Applications Due:** Feb. 8, 2002

#### **Agencies**

For information on agency participation, contact Dave Pacholl at 800-995-6429, ext. 166.

#### **Individuals**

For information on individual participation, contact Dave Pacholl at 800-995-6429, ext. 166.

#### **Individuals**

For information on individual participation, contact Dave Pacholl at 800-995-6429, ext. 166.



**PARTNERSHIP SITES**

**Dates:** TBD

**Program:** 02-J3600

**Applications Due:** Nov. 30, 2001

**Dates:** TBD

**Program:** 02-J3601

**Applications Due:** Nov. 30, 2001

## *Jail Administration*

### **Who Should Attend**

Administrators of jails with 150 to 500 beds. The jail's organizational structure should include at least one level of managerial staff between the jail administrator and shift supervisors.

### **Description**

This 36-hour program teaches administrators the basic skills and competencies needed to effectively oversee and direct their jail operations. It focuses on such topics as risk management, jail standards, policies and procedures, inmate supervision and management, jail staffing, budget management, and operational assessments. During the program, the participants also examine their own leadership and motivation styles and their role external to the jail—with local government officials, other parts of the criminal justice system, and community residents.

### **Application Requirements**

Agencies interested in hosting this program must submit Form B (page 121). Program dates will be jointly determined by the host agency and NIC. NIC will then advertise the program to jails in the surrounding region. See "Partnership Programs" (page 117) for more information.

### **Contact**

Alan Richardson, Jails Division; toll-free telephone: 800-995-6429, ext. 143; e-mail: [alrichardson@bop.gov](mailto:alrichardson@bop.gov).

## *Jail Resource Management*

**PARTNERSHIP SITES**

**Dates:** TBD

**Program:** 02-J3200

**Applications Due:** Nov. 30, 2001

**Dates:** TBD

**Program:** 02-J3201

**Applications Due:** Nov. 30, 2001

### **Who Should Attend**

Administrators of jails with fewer than 150 beds.

### **Description**

Jail administrators often cite a shortage of resources as one of their most difficult challenges. This program focuses on how to develop effective budget requests and manage better with current resources. It teaches the participants the importance of being familiar with their home-agency budget process and covers budget management techniques, methods for tracking expenditures, identification of budget- and nonbudget-dependent solutions to jail issues, identification of internal and external influences on budget decisions, and preparation and presentation of a funding request.





### **Application Requirements**

Agencies interested in hosting this program must submit Form B (page 121). Program dates will be jointly determined by the host agency and NIC. NIC will then advertise the program to jails in the surrounding region. See "Partnership Programs" (page 117) for more information.

### **Contact**

Dave Pacholl, Jails Division; toll-free telephone: 800-995-6429, ext. 166;  
e-mail: [dpacholl@bop.gov](mailto:dpacholl@bop.gov).

## **TECHNICAL ASSISTANCE**

Technical assistance is available on a wide range of jail administration topics to individual jails nationwide. It is also available to state agencies and organizations that work to improve the quality of jail administration or provide services to jails.

For more information and to apply for technical assistance, see "Technical Assistance" (page 85).

## **SMALL JAILS: STATE-BASED ASSISTANCE**

Technical assistance and training will be provided to two states with predominantly small jails (with fewer than 150 beds) over a 2-year period. A single point of contact in each state will be selected to provide local logistical support, including training space and equipment, and disseminate information.

Participants will attend the training programs at their own expense. NIC will provide the trainers and training materials. Training programs include Jail as Part of County Government and Administering the Small Jail. Up to three additional training programs designed specifically for small jails will be provided based on need. Topics may include jail liability, policy and procedure development, cost-effective staff training, resource management, and inmate supervision.

To apply to serve as the coordinator, state agencies or state sheriff or jail associations should send a letter signed by the chief executive officer to the Jails Division.



## **PUBLICATIONS**

NIC makes available a variety of documents related to jail administration, such as:

- *Developing/Revising Detention Facility Policies and Procedures.*
- *How to Collect and Analyze Data.*
- *Jail Design and Operations and the Constitution.*
- *Recruitment, Hiring, and Retention: Current Practices in U.S. Jails.*
- *Staffing Analysis Workbook* (second edition).
- *Staff-to-Inmate Ratios: Why It's So Hard to Get to the Bottom Line.*
- *Women in Jail: Legal Issues.*

During the latter part of fiscal year 2002, NIC will also have available a series of three documents on jail resource management.

To request copies of documents, see "Information Services" (page 81).

## **Inmate Supervision and Management**

Supervising inmates and managing their behavior are two of the primary responsibilities of jails. Historically, however, jails have emphasized the physical containment of inmates over actively supervising them and managing their behavior. This has resulted in the problems commonly associated with jails, such as violence, vandalism, and unsanitary conditions. These problems create dangerous conditions for both staff and inmates and can be costly for taxpayers. To address this issue, the NIC Jails Division has developed training programs, technical assistance, and information on strategies for effectively supervising and managing inmates.

## **TRAINING PROGRAMS**

### *Effective Inmate Supervision*

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#### **Who Should Attend**

A three-person team from jails with up to 500 beds, including the jail administrator, a shift supervisor, and a line staff member. The line staff



member must be directly responsible for the daily supervision of inmates in housing units.

### Description

This 28-hour program familiarizes key jail staff with the elements and benefits of effective inmate supervision. The program teaches participants the key components in enhancing inmate supervision and the required changes in staff roles. Participants identify ways in which they can improve inmate supervision in their own jails, develop methods for measuring the effectiveness of their inmate supervision strategies, and create an implementation plan for enhancing inmate supervision.

### Application Requirements

Agencies interested in hosting this program must submit Form B (page 121). Program dates will be jointly determined by the host agency and NIC. NIC will then advertise the program to jails in the surrounding region. See "Partnership Programs" (page 117) for more information.

### Contact

Kris Keller, Jails Division; toll-free telephone: 800-995-6429, ext. 119;  
e-mail: [kdkeller@bop.gov](mailto:kdkeller@bop.gov).

#### PARTNERSHIP SITES

**Dates:** TBD

**Program:** 02-J3401

**Applications Due:** Nov. 30, 2001

**Dates:** TBD

**Program:** 02-J3402

**Applications Due:** Nov. 30, 2001

## Orientation to Direct-Supervision Jails

### Who Should Attend

Two-person teams from jurisdictions that are planning to build a new jail and have not decided on the design and inmate management style or are building a direct-supervision jail and need more information to make decisions about design and operations. Each team member must be in a position to make policy decisions for the jail, such as sheriffs, directors of corrections, jail administrators, and county commissioners.

### Description

This 28-hour program, conducted at a direct-supervision jail, enables local officials from jurisdictions planning new jails to study the direct-supervision approach to facility design and inmate management. It familiarizes participants with the principles of designing and operating a direct-supervision jail and provides them with information on which to base decisions about their own jail project. It covers the history and principles of direct supervision, the differences between direct-supervision and other types of jails, inmates in direct-supervision jails, changing line and supervisory staff roles, and the role of the jail administrator.

#### SITE TO BE DETERMINED

**Dates:** June 17-21, 2002

**Program:** 02-J2201

**Applications Due:** Mar. 15, 2002



### **Application Requirements**

Applicants must submit Form A (page 121). See "NIC-Paid Training Beyond Longmont, Colorado" (page 113) for more information.

### **Contact**

Kris Keller, Jails Division; toll-free telephone: 800-995-6429, ext. 119;  
e-mail: [kdkeller@bop.gov](mailto:kdkeller@bop.gov).

## ***How to Run a Direct-Supervision Housing Unit: Training for Trainers***

### **NIC TRAINING CENTER LONGMONT, CO**

**Dates:** July 28–Aug. 9, 2002

**Program:** 02-J2202

**Applications Due:** Apr. 29, 2002

### **Who Should Attend**

Two-person teams from jurisdictions preparing to occupy a new direct-supervision jail may apply. Both team members must be assigned to train their jail's staff in housing unit management. Both team members must have been trained in interpersonal communications skills, have experience working in inmate housing units, and support the direct-supervision approach to inmate management. At least one team member must have experience as a trainer.

### **Description**

This 80-hour program teaches participants the skills to deliver the How to Run a Direct-Supervision Housing Unit curriculum to line staff. Participants experience the housing unit curriculum as trainees, are trained in curriculum materials and delivery methods, and present the curriculum to demonstrate proficiency. They are given all the materials needed to provide specialized training to line staff in working face-to-face with inmates in a direct-supervision setting.

### **Application Requirements**

Applicants must attach a letter to Form A (page 121) that gives the opening date for the new jail and indicates that the agency agrees to deliver the 32-hour housing unit curriculum at least once during the coming year. See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.

### **Contact**

Kris Keller, Jails Division; toll-free telephone: 800-995-6429, ext. 119;  
e-mail: [kdkeller@bop.gov](mailto:kdkeller@bop.gov).





## TECHNICAL ASSISTANCE

NIC can help jails assess how effectively they supervise inmates and develop strategies to enhance inmate supervision in their jails.

For more information and to apply for technical assistance, see "Technical Assistance" (page 85).

## PUBLICATIONS

NIC has available various documents on podular direct supervision, including:

- *Audits of Podular Direct-Supervision Jails.*
- *Podular Direct-Supervision Directory.*
- *Podular Direct-Supervision Jails Information Packet.*

To request documents, see "Information Services" (page 81).

## VIDEOTAPE

A videotape, "Jails in America: A Report on Podular Direct Supervision," is also available.

To request the videotape, see "Information Services" (page 81).

## Inmate Classification in Jails

An effective inmate classification system is essential to safety and security in a jail because it is a critical element of inmate supervision and management. It is also important to overall jail management; a well-structured and well-documented classification system can reduce jail liability and provide information on resource allocation and needs, including those related to staffing, equipment, and jail space. An effective inmate classification system also provides accurate information on the types of inmates in the jail at any given time—information essential to addressing jail crowding and inmate population management issues. The NIC Jails Division provides technical assistance, training, and information services related to effective inmate classification.





## TRAINING PROGRAM

### *Orientation to Objective Classification*

**NIC TRAINING CENTER  
LONGMONT, CO**

**Dates:** Nov. 5-9, 2001

**Program:** 02-J2301

**Applications Due:** Aug. 6, 2001

**Dates:** June 3-7, 2002

**Program:** 02-J2302

**Applications Due:** Mar. 4, 2002

#### **Who Should Attend**

Two-person teams consisting of 1) the sheriff, director of corrections, or jail administrator and 2) the classification supervisor or person who will lead the development of the classification system.

#### **Description**

This 32-hour program teaches participants the information and skills necessary to develop an objective classification system for jail inmates. It covers the principles, key components, and benefits of objective classification; objective classification criteria; steps in the inmate classification process and the related forms; staffing requirements; jail housing plan development based on classification information; and the steps in system development, implementation, and review.

#### **Application Requirements**

Applicants must submit Form A (page 121). See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.

#### **Contact**

Jim Barbee, Jails Division; toll-free telephone: 800-995-6429, ext. 138; e-mail: [jbarbee@bop.gov](mailto:jbarbee@bop.gov).

## TECHNICAL ASSISTANCE

Technical assistance is available to all jails to help them assess their current inmate classification strategies and to make recommendations for improvement where necessary.

Followup technical assistance is also available to jails that have attended the Orientation to Objective Classification training program. Jails that are developing an objective classification system may request assistance to assess their progress and resolve difficulties. Jails that have fully implemented an objective classification system may request assistance to assess the effectiveness of that system or overall jail management.

For more information and to apply for technical assistance, see "Technical Assistance" (page 85).



## PUBLICATIONS

Documents available from NIC on inmate classification in jails include:

- *Objective Jail Classification Systems: A Guide for Jail Administrators.*
- *Women in Jail: Classification Issues.*

To request copies of documents, see "Information Services" (page 81).

## New Jail Planning

Local jurisdictions face a wide variety of challenges when deciding whether to build a new jail. If they make a decision to build, they face further challenges in the planning, construction, and operation of a new jail. The NIC Jails Division provides training, technical assistance, and information to help local officials understand how to plan for a new jail and provides services during various phases of the planning process—from making the decision to build to designing, building, and occupying the new facility.

## TRAINING PROGRAMS

### *Planning of New Institutions*

#### **Who Should Attend**

Teams from jurisdictions that have made a firm decision to construct a jail and are willing to engage in a major planning effort. Team members must have key policy- and decisionmaking roles in the new jail project and include the sheriff or director of corrections, the jail administrator, a county commissioner, and another person involved in facility planning.

#### **Description**

This 32-hour program familiarizes participants with all aspects of the new jail planning and construction process and helps them develop a team approach to planning. It focuses on the critical elements of planning a new facility, including prearchitectural programming, site evaluation, project management, determining staffing needs, and using data.

#### **Costs and Logistics**

NIC will pay the travel and per diem expenses for four persons from a jurisdiction to attend. One or two others may attend at the jurisdiction's expense.

#### **NIC Training Center Longmont, CO**

**Dates:** Apr. 8–12, 2002

**Program:** 02-J2101

**Applications Due:** Jan. 7, 2002

**Dates:** Aug. 26–30, 2002

**Program:** 02-J2102

**Applications Due:** May 27, 2002



### **Application Requirements**

Applicants must submit Form A (page 121). See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.

### **Contact**

Richard Geaither, Jails Division; toll-free telephone: 800-995-6429, ext. 139; e-mail: [rgeaither@bop.gov](mailto:rgeaither@bop.gov).

## ***Managing Jail Design and Construction***

### **NIC TRAINING CENTER LONGMONT, CO**

**Dates:** Apr. 15-19, 2002

**Program:** C2-J2104

**Applications Due:** Jan. 14, 2002

**Dates:** Jul. 15-19, 2002

**Program:** 02-J2105

**Applications Due:** Apr. 5, 2002

### **Who Should Attend**

Two-person teams from jurisdictions in the early planning or design phase of a jail construction project consisting of 1) the sheriff, director of corrections, or jail administrator and 2) the person responsible for monitoring the construction project. Those planning multijurisdictional facilities should consult with the NIC Jails Division about team composition.

### **Description**

This 36-hour program teaches participants to assess how well schematic design plans are translated into design development drawings and eventually into contract documents. They learn to read and interpret facility planning documents, specifications, and schedules and learn how and why changes occur during construction and how to manage them.

### **Application Requirements**

Applicants must submit Form A (page 121). See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.

### **Contact**

David Pacholl, Jails Division; toll-free telephone: 800-995-6429, ext. 166; e-mail: [dpacholl@bop.gov](mailto:dpacholl@bop.gov).

## **TECHNICAL ASSISTANCE**

Technical assistance is available to support new jail planning.

### ***Community Meetings***

Jurisdictions considering renovating an existing jail or constructing a new one can apply for assistance to assess their local criminal justice needs. NIC will conduct a community meeting for the jurisdictions' key criminal



justice decisionmakers to discuss the role incarceration plays in the local criminal justice system, begin to develop consensus on local criminal justice goals, and provide training on selected topics.

## ***Transition Assistance***

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Transition assistance helps local officials understand how to plan for the transition to and occupation of the new jail. It is available to jurisdictions at two points in time before the new jail opens:

- When the jurisdiction has broken ground for the new jail, a technical resource provider can work on site to help local officials understand the major components of transition and develop criteria for selecting transition team members and an action plan for the transition process.
- When the jurisdiction is within 10 to 18 months of opening the new jail, technical resource providers can train the transition team on the function of the jail's mission statement; development of operational scenarios, policies, procedures, and post orders; move logistics; staff training issues; and budgeting for transition.

If a jurisdiction is within 10 months of opening its new jail, assistance can still be provided but is limited in scope because of time constraints. A technical resource provider helps local officials identify the critical tasks required to open the facility and develop an action plan to complete those tasks.

## ***General Technical Assistance***

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Technical assistance is available on other issues related planning.

To apply for technical assistance, see the instructions on page 85.

## **PUBLICATIONS**

NIC makes the following documents related to planning for new jails available:

- *How to Open a New Institution Resource Guide.*
- *Jail Design Guide.*
- *Jail Design and Operations and the Constitution.*
- *Transition Manual for New Correctional Facilities.*
- *Women in Jail: Facility Planning Issues.*

To request documents, see "Information Services" (page 81).





## **Educating Local Officials and the Community**

Many jail administrators express concern about the level of resources and support their jails receive from public officials and the general community. Often what jail administrators experience as a lack of support is a result of the public's misunderstanding of the role and functions of the jail. The public mostly gets its information about jails from movies, television, and other media sources, which often present an incorrect and negative picture of the jail. Many jail administrators have voiced the need for better community education and a more open dialog between the officials who fund the jail and those who manage the jail. The NIC Jails Division offers training, technical assistance, and information services to assist in this education effort.

### **TRAINING PROGRAM**

#### *The Jail as a Part of County Government*

##### **PARTNERSHIP SITES**

**Dates:** TBD

**Program:** 02-J3300

**Applications Due:** Nov. 30, 2001

**Dates:** TBD

**Program:** 02-J3301

**Applications Due:** Nov. 30, 2001

##### **Who Should Attend**

Three-person teams from local jurisdictions consisting of 1) the sheriff or director of the local department of corrections, 2) the jail administrator, and 3) a county commissioner or county administrator.

##### **Description**

This 24-hour training program helps build collaboration among jurisdictional team members in addressing jail issues by educating the participants about the role, functions, and resource needs of jails and by developing an understanding among team members of each others' responsibilities and challenges. The program focuses on jail operations, jail staffing, jail budgets, and the county's civil liability in operating a jail.

##### **Application Requirements**

Agencies interested in hosting this program must submit Form B (page 121). The program dates will be jointly determined by the host agency and NIC. NIC will then advertise the program to jails in the surrounding region. See "Partnership Programs" (page 117) for more information.

##### **Contact**

Dave Pacholl, Jails Division; toll-free telephone: 800-995-6429, ext. 166; e-mail: [dpacholl@bop.gov](mailto:dpacholl@bop.gov).





## TECHNICAL ASSISTANCE

Local jurisdictions may request technical assistance to address specific problems or to design and implement approaches to improving the working relationships between those who operate the jail and local officials. To apply for technical assistance, see "Technical Assistance" (page 85).

## PUBLICATIONS

A document designed specifically to answer questions jail funding officials may have about jail liability, jail operations, and jail resource needs will be available during the latter half of fiscal year 2002.

To request copies of documents, see "Information Services" (page 81).

## VIDEOTAPE

A videotape developed to assist jail staff in educating the community about jails will be available during the latter half of fiscal year 2002. The videotape will highlight the role of the jail in local criminal justice, basic jail functions, the complexity of jail operations, and challenges faced by jails.

Watch for the announcement of the videotape on the NIC Web site: [www.nicic.org](http://www.nicic.org).

## Jail Standards and Inspections

### TRAINING AND TECHNICAL ASSISTANCE

Jail standards and inspection agencies can be pivotal in improving jail facilities, management, and operations. The NIC Jails Division provides technical assistance to these agencies in the development and revision of jail standards and the related inspection systems. The Jails Division also works in partnership with standards agencies to provide training and technical assistance to the jails they serve. Finally, the Jails Division provides technical assistance to jail-related organizations that want to develop a jail standards and inspection system and need assistance in understanding how to do so.



Jail standards agencies that would like to apply for technical assistance or partner with NIC in providing training to the jails they serve should write a letter to the Jails Division expressing their interest. The letter must be signed by the agency's chief executive officer.

To apply for technical assistance, see "Technical Assistance" (page 85).

### **Contact**

Alan Richardson, Jails Division; toll-free telephone: 800-995-6429, ext. 143; e-mail: [alrichardson@bop.gov](mailto:alrichardson@bop.gov).

## **Jail Mental Health Services**

Jails have experienced a dramatic rise in the number of mentally ill persons in their custody. Many jails are ill equipped to manage this population and have few resources for providing services to them. This initiative focuses on enhancing the delivery of mental health services to jail inmates and promoting a cooperative relationship between jail officials and mental health services providers. Services include technical assistance, training, and information development and dissemination.

## **TRAINING PROGRAMS**

### *Planning and Implementing Effective Mental Health Services in Large Jails*

**NIC TRAINING CENTER  
LONGMONT, CO**

**Dates:** Mar. 12-14, 2002

**Program:** 02-J28.1

**Applications Due:** Dec. 10, 2001

### **Who Should Attend**

The jail administrator, the director of the jail's mental health service provider, and the person who coordinates mental health services for inmates for jails with more than 750 inmates.

### **Description**

This 28-hour program focuses on the coordination and enhancement of mental health services for inmates in large jails, with an emphasis on analyzing inmates' needs for services. It covers problem identification and analysis, building effective working relationships, mental health resources, and collaborative problem solving.

### **Application Requirements**

Applicants must submit Form A (page 121). See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.

**Contact**

Fran Zandi, Jails Division; toll-free telephone: 800-995-6429, ext. 155;  
e-mail: [fzandi@bop.gov](mailto:fzandi@bop.gov).

## *Planning and Implementing Effective Mental Health Services in Small/Medium Jails*

**Who Should Attend**

Three-person teams consisting of 1) the jail administrator, 2) the director of the jail's mental health service provider, and 3) the person who coordinates mental health services for inmates from jurisdictions with jail populations of fewer than 750 inmates.

**Description**

This 24-hour program focuses on building a collaborative relationship between the jail and the mental health services provider to develop services for mentally ill inmates. Participants learn how to define the nature of their collaborative efforts and how to jointly plan for, coordinate, and deliver these services.

**Application Requirements**

Agencies interested in hosting this program must submit Form B (page 121). The program dates will be jointly determined by the host agency and NIC. NIC will then advertise the program to jails in the surrounding region. See "Partnership Programs" (page 117) for more information.

**Contact**

Fran Zandi, Jails Division; toll-free telephone: 800-995-6429, ext. 155;  
e-mail: [fzandi@bop.gov](mailto:fzandi@bop.gov).

**PARTNERSHIP SITES**

**Dates:** TBD

**Program:** 02-J3701

**Applications Due:** Nov. 30, 2001

**Dates:** TBD

**Program:** 02-J3702

**Applications Due:** Nov. 30, 2001

## **VIDEOCONFERENCE**

### *Mentally Ill Inmates in Jails: Meeting the Challenge*

**Who Should Attend**

Jail administrators, county commissioners, judges, sheriffs, law enforcement officers, prosecutors, defense attorneys, probation officers, and correctional officers.

**VIDEOCONFERENCE\***

**Date:** Apr. 17, 2002

**Program:** 02-S9003

**Applications Due:** Apr. 10, 2002

\*Visit [www.nicic.org](http://www.nicic.org) for sites.



### **Description**

This 3-hour videoconference addresses many issues faced by jails that must deal with the increasing proportion of inmates with mental illness. Topics include identifying and stabilizing mentally ill inmates, classification and housing, stretching limited financial resources, diversionary programs, building community relationships, cooperation within the criminal justice system, mental health courts, and continuity of care.

### **Application Requirements**

**Agencies** interested in hosting this videoconference must submit Form C (page 121). Registration can also be completed online at NIC's Web site ([www.nicic.org](http://www.nicic.org)). See "Videoconferences" (page 91) for additional information.

**Individuals** interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions.

### **Contacts**

Program content: Fran Zandi, Jails Division; toll-free telephone: 800-995-6429, ext. 155; e-mail: [fzandi@bop.gov](mailto:fzandi@bop.gov).

Videoconference technology: Ed Wolahan, Academy Division; toll-free telephone: 800-995-6429, ext. 131; e-mail: [ewolahan@bop.gov](mailto:ewolahan@bop.gov).

## **TECHNICAL ASSISTANCE**

Technical assistance is available to help jails assess and improve their mental health services and develop and improve suicide prevention and intervention plans.

To apply for technical assistance, see "Technical Assistance" (page 85).

## **PUBLICATIONS**

NIC has a variety of documents available that address the mentally ill in jail. They include:

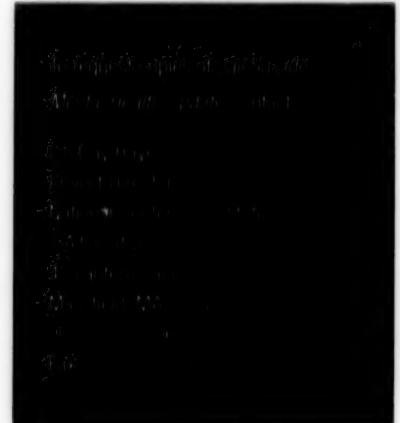
- *Jail Diversion for the Mentally Ill: Breaking Through the Barriers.*
- *National Study of Jail Suicides: Seven Years Later.*
- *Proceedings of a National Forum on Creating Jail Mental Health Services for Tomorrow's Health Care Systems.*



- *Training Curriculum on Suicide Detection and Prevention in Jails and Lockups.*

To request copies of documents, see "Information Services" (page 81).

In addition, a quarterly newsletter on jail mental health issues and suicide prevention, *Jail Suicide/Mental Health Update*, is available.







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# **Prisons: Programs and Services**

## **Prisons: Programs and Services**

### **Leadership and Management**

#### *Training Programs*

- Executive Leadership Training for Women
- Executive Training for Deputy Directors
- Executive Training for Experienced Wardens
- Executive Training for New Wardens
- Supervisory Leadership for Women

### **Objective Classification**

#### *Training Program*

- Comprehensive Objective Prison Classification Systems

#### *Technical Assistance*

#### *Publications*

#### *Web Page*

### **Institutional Culture**

#### *Technical Assistance*

- Institutional Culture

#### *Training Program*

- Training the Trainers: Assessment of Institutional Culture

### **Prison Management and Operations**

#### *Training Programs*

- Conducting Prison Security Audits
- Management of Violent, High-Risk, and Supermax Inmates
- Managing Prison Security Systems
- Monitoring Private Service Contracts in Prisons
- Operational Practice in Women's Prisons
- Training for Victim Service Coordinators
- Training on Private Prison RFPs and Contracts

#### *Videoconference*

- Recruitment and Retention of the Prison's Workforce

#### *Cooperative Agreements*

- Emergency Preparedness Assessments
- Managing Prisons During Natural and Environmental Disasters

### **Correctional Health Care**

#### *Training Programs*

- Prison Health Care: Women Offenders
- Utilizing Technology in Correctional Health Care

#### *Videoconference*

- Best Practices for Offenders With Mental Health Needs



# Leadership and Management

## TRAINING PROGRAMS

### *Executive Leadership Training for Women*

#### **Who Should Attend**

Women who are senior, upper-level correctional managers with the motivation to become chief executives of state departments of corrections. Only one applicant from an agency will be selected.

#### **Description**

This 36-hour program and the followup component enhance the ability of participants to achieve and function effectively in executive-level positions in corrections organizations. It focuses on the leadership skills necessary for organizational success, methods of overcoming barriers to advancement, personal growth critical to leadership, and career development. This training has been updated to include the most current thinking in successful leadership education programs.

#### **Application Requirements**

Applicants must attach to Form A (page 121) a résumé describing the responsibilities of their current position and two most recently held positions and a statement of how this program will benefit them and their agency. See "NIC-Paid Training Beyond Longmont, Colorado" (page 113) for more information.

#### **Site to Be Determined\***

**Dates:** TBD

**Program:** 02-P3301

**Applications Due:** Dec. 14, 2001

\*When a site is selected, it will be posted at [www.nicic.org](http://www.nicic.org).

**Agencies** This program is open to all state departments of corrections and local law enforcement agencies. Agencies are encouraged to submit applications by December 14, 2001.

**Individuals** This program is open to all senior, upper-level correctional managers with the motivation to become chief executives of state departments of corrections. Only one applicant from an agency will be selected.

**Individuals** This program is open to all senior, upper-level correctional managers with the motivation to become chief executives of state departments of corrections. Only one applicant from an agency will be selected. The program is open to all senior, upper-level correctional managers with the motivation to become chief executives of state departments of corrections. Only one applicant from an agency will be selected.



**COLORADO SPRINGS, CO**

**Dates:** Oct. 22–26, 2001

**Program:** 02–P801

**Applications Due:** July 22, 2001

## *Executive Training for Deputy Directors*

### **Who Should Attend**

Deputy directors and, in some cases, regional or division directors of state departments of corrections who have direct supervisory responsibility for state prison wardens and the operation of the state's prisons. Note: This program is intended for the operational deputy or division director, not for deputies who manage other areas of the department. Only one applicant from each state will be selected.

### **Description**

This 24-hour program provides an opportunity for deputy directors to examine and discuss critical issues affecting the management and leadership of a state prison system. An optional tour of a correctional institution will be available.

### **Application Requirements**

Applicants must submit Form A (page 121). See "NIC-Paid Training Beyond Longmont, Colorado" (page 113) for more information.

**SITE TO BE DETERMINED\***

**Dates:** June 3–7, 2002

**Program:** 02–P3501

**Applications Due:** Mar. 5, 2002

\*When a site is selected, it will be posted at [www.nicic.org](http://www.nicic.org).

## *Executive Training for Experienced Wardens*

### **Who Should Attend**

Wardens of state prisons who have been in their current position for 2 years or more.

### **Description**

This new 36-hour program addresses some of the more complex leadership issues that contemporary wardens must address. Sessions include institutional culture, effectively managing the "new workforce," coaching and mentoring the corrections workforce, working with constituent groups, and changing inmate populations.

### **Application Requirements**

Applicants must attach to Form A (page 121) a current resume that includes past training and a statement describing when they were appointed warden; the name, location, security level, and size (staff and inmates) of their institutions; and how this program will benefit them and their agencies. See "NIC-Paid Training Beyond Longmont, Colorado" (page 113) for more information.





## *Executive Training for New Wardens*

### **Who Should Attend**

Wardens of state prisons who were appointed within the past year.

### **Description**

This new 36-hour program enhances skills in areas essential to effective leadership and administration of a prison. Some of the topics to be discussed include institutional culture, central office relationships, fiscal decisionmaking, human resources management, media relations, action planning, and self-management.

### **Application Requirements**

Applicants must attach to Form A (page 121) a current résumé that includes past training and a statement describing when they were appointed warden; the name, location, security level, and size (staff and inmates) of their institutions; and how this program will benefit them and their agencies. See "NIC-Paid Training Beyond Longmont, Colorado" (page 113) for more information.

### **SITE TO BE DETERMINED\***

**Dates:** Feb. 4-8, 2002

**Program:** 02-P2501

**Applications Due:** Nov. 6, 2001

\*When a site is selected, it will be posted at [www.nicic.org](http://www.nicic.org).

## *Supervisory Leadership for Women*

### **Who Should Attend**

Women with supervisory responsibility within a prison or state correctional agency, particularly women who have a strong likelihood of promotion to senior-level management.

### **Description**

This 36-hour leadership development training program allows participants to assess their personal leadership styles and set specific goals for a career development plan. This "state model" program provides the opportunity for women from different states to meet other professionals and expand their knowledge base in corrections by learning about other systems. The program supports personal goal setting with the use of an assessment instrument, experiential exercises, and personal coaching. Current leadership topics will be presented by experienced correctional leaders and faculty experienced in leadership education.

### **Application Requirements**

Agencies interested in hosting this program must submit a letter of intent from the commissioner, secretary, or director of state corrections to Susan

### **SITE TO BE DETERMINED\***

**Dates:** Apr. 22-26, 2002

**Program:** 02-P3302

**Applications Due:** Jan. 21, 2002

**Dates:** June 24-28, 2002

**Program:** 02-P3303

**Applications Due:** Mar. 26, 2002

\*When a site is selected, it will be posted at [www.nicic.org](http://www.nicic.org).



Hunter, Chief of the Prisons Division, stating the agreement of at least two state systems to host the training. The letter may be sent by one participating agency with the signatures of both chief executives or separate letters may be sent by each agency. Letters must include the benefits that the agencies believe they would receive by hosting the program. Possible site recommendations must meet the criteria of federal government per diem rates and be included in the applications. Participants will be selected from the host agencies. See "NIC-Paid Training Beyond Longmont, Colorado" (page 113) for more information.

## **Objective Classification**

Changes in inmate demographics, sentencing statutes, and department policies have necessitated that states evaluate and significantly modify their objective classification systems. In addition, developing internal objective classification functions for managing housing, work, and program assignments, as well as addressing the classification needs of women offenders and such special populations as youthful, aging, and high-risk offenders requires significant efforts. The Prisons Division provides assistance to state departments of corrections in developing comprehensive objective prison classification systems through the programs described here.

## **TRAINING PROGRAM**

### *Comprehensive Objective Prison Classification Systems*

#### **NIC TRAINING CENTER LONGMONT, CO**

**Dates:** Nov. 4-9, 2001

**Program:** 02-P701

**Applications Due:** Aug. 6, 2001

**Dates:** Feb. 24-Mar. 1, 2002

**Program:** 02-P702

**Applications Due:** Nov. 26, 2001

#### **Who Should Attend**

Three- or four-person teams from state corrections systems that include the director of classification and other administrators who can influence policy for the agency, such as deputy directors or directors of research and planning.

#### **Description**

This 36-hour training program focuses on comprehensive objective prison classification, including the development of both external and internal classification procedures. It covers validation of risk assessment instruments, intake assessment and case management, classification of women and youthful offenders, and institutional security and information systems.



### **Application Requirements**

Each team member must complete Form A (page 121); only one supplementary statement for the team is required. The statement must describe the position and role of each team member in the classification process, the classification issues the agency wants to address, and the status of the agency's work in developing a comprehensive classification system. Applicants will be sent a questionnaire to complete. See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.

## **TECHNICAL ASSISTANCE**

Technical assistance will be provided to at least three additional state correctional systems to assess, validate, and improve objective prison classification systems. During the past 3 years, intensive assistance has been or is currently being provided through cooperative agreements to 20 correctional agencies to validate or revalidate their systems, to 8 states to develop and implement internal classification systems, and to 7 states to develop classification instruments and procedures that are valid and appropriate for women offenders. In addition, short-term technical assistance has been provided to several correctional agencies.

To apply for technical assistance, see "Technical Assistance" (page 85).

## **PUBLICATIONS**

Recent publications that describe NIC's technical assistance work with 25 correctional agencies are currently available, including:

- *Internal Prison Classification Systems: Case Studies in Their Development and Implementation.*
- *Proceedings of the Prison Classification Peer Training and Strategy Session, September 6-7, 2000.*
- *Revalidating External Prison Classification Systems: The Experience of Ten States.*

The following publications are under development and will be available by mid-2002:

- *Guidelines for Classification of High-Risk and Special Management Prison Inmates.*
- *Guidelines for the Development of Comprehensive Prison Classification Systems.*



- *Guidelines for Intake Assessment and Case Management in Prison Classification.*
- Bulletins for correctional administrators on prison classification.

To request copies of documents, see "Information Services" (page 81).

## **WEB PAGE**

A Web page has been developed to provide a resource on classification in prisons. This information can be reached at [www.nicic.org](http://www.nicic.org); go to Services, Special Focus Topics, and Classification.

### **Contact**

Sammie Brown, Prisons Division; toll-free telephone: 800-995-6423, ext. 40058 or 202-514-0058; e-mail: [sbrown@bop.gov](mailto:sbrown@bop.gov).

## **Institutional Culture**

This initiative focuses on the major driving influences in developing a positive culture within correctional institutions. It combines the Prisons Division's work over the past few years in the primary areas of institution mission change, workforce sexual misconduct, and organizational development. Work is nearly completed on the NIC Protocol on Assessment of Institutional Culture, which will provide assessment tools and strategies for addressing institutional culture.

## **TECHNICAL ASSISTANCE**

### *Institutional Culture*

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#### **Description**

Six to eight state prisons or correctional systems will be selected to receive intensive technical assistance to assess and improve their institutional culture. Some sites will involve mission change dynamics; other sites may involve workforce, management, or operational issues. In all selected sites, an assessment will be conducted and short- and long-term strategies identified to improve the culture within the prison. Selected sites may participate in a variety of strategies, including guidance by a change agent, strategic planning, staff training, team building, and communication enhancements.





### **Application Information**

An invitation to submit applications for selection to receive technical assistance on institutional culture will be sent to corrections directors in early 2002. The department of corrections and NIC project team will determine appropriate participants in the project.

### **Contacts**

Andie Moss, Prisons Division; toll-free telephone: 800-995-6423, ext. 30485; e-mail: [amoss@bop.gov](mailto:amoss@bop.gov).

Susan Hunter, Prisons Division; toll-free telephone: 800-995-6423, ext. 40098; e-mail: [shunter@bop.gov](mailto:shunter@bop.gov).

## **TRAINING PROGRAM**

### *Training the Trainers: Assessment of Institutional Culture*

#### **Who Should Attend**

Individuals who have an interest in implementing the NIC Protocol on Assessment of Institutional Culture and a minimum of 10 years of experience in correctional management and practice; or work experience in administering assessment instruments or as a change agent in issues of organizational culture; or an interest in researching institutional culture.

Applicants will be trained to participate on an NIC team that responds to requests for NIC Intensive Technical Assistance for Institutional Culture at selected sites throughout the nation. Individuals with state, local, and federal agencies may apply. Additionally, consideration will be given to applicants from research settings or individuals focusing on the culture of organizations.

#### **Description**

This 24-hour program trains individuals to participate as members and consultants of an assessment team or as change agents using the newly developed NIC Protocol on the Assessment of Institutional Culture. Participants learn the background and methodology used to develop the protocol, the step-by-step process of using the protocol to administer a selected assessment instrument, the appropriate use of focus groups, the presite work, and the report writing involved in a full assessment. A discussion of strategies to address the recommendations resulting from the assessment will be an important component of the training for change

#### **Site to Be Determined\***

**Dates:** Apr. 8-12, 2002

**Program:** 02-P2401

**Applications Due:** Jan. 7, 2002

\*When a site is selected, it will be posted at [www.nic.org](http://www.nic.org).





agents, who will provide guidance during the intensive assistance following the assessment.

### **Application Requirements**

Each applicant must include with Form A (page 121) a letter of recommendation from two individuals who are familiar with their work and who are senior managers within a correctional agency. See "NIC-Paid Training Beyond Longmont, Colorado" (page 113) for more information.

## **Prison Management and Operations**

### **TRAINING PROGRAMS**

#### *Conducting Prison Security Audits*

##### **SITES TO BE DETERMINED\***

**Dates:** Dec. 3–7, 2001

**Program:** 02–P3201

**Applications Due:** Sept. 4, 2001

**Dates:** Apr. 15–19, 2002

**Program:** 02–P3202

**Applications Due:** Jan. 15, 2002

\*When sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).

##### **Who Should Attend**

Persons responsible for the security operations of a state prison system or prison. Priority will be given to three-person teams designated by the director in writing as members of the department of corrections' audit team.

##### **Description**

This 36-hour training program is conducted at selected state correctional institutions. Participants receive classroom training in the auditing of prison security systems, assist in the security audit of a host prison as a member of a supervised audit team, and provide a verbal and written audit report to the host agency. In conducting the security audit, they review the host institution's security policy, post orders, staffing pattern, operational procedures and practices, equipment, training, and other factors related to internal and perimeter security.

##### **Application Requirements**

Applicants must attach a statement to Form A (page 121) describing their correctional experience, their current assignment and responsibilities related to security, and the security level and size of their facility. See "NIC-Paid Training Beyond Longmont, Colorado" (page 113) for more information.



## *Management of Violent, High-Risk, and Supermax Inmates*

### **Who Should Attend**

Correctional administrators, wardens, superintendents, and program and security managers who are responsible for the planning and programming for or custody of high-risk or high-security inmates.

### **Description**

This 36-hour training program focuses on planning, programming, and operations issues specific to the management of high-risk, high-custody, and supermax inmates. It examines risk assessment and management strategies, principles of subject control, and programming options that may have application for high-risk and supermax inmates. Participants examine political, philosophical, and policy underpinnings and operational strategies unique to the management of these populations.

### **Application Requirements**

Applicants must attach a statement to Form A (page 121) describing their current responsibilities related to the treatment or management of violent, high-risk, and supermax inmates and their experience, skills, and training related to treatment and management of these inmates. See "NIC-Paid Training Beyond Longmont, Colorado" (page 113) for more information.

**COLORADO SPRINGS, CO**

**Dates:** July 8–12, 2002

**Program:** 02-P3601

**Applications Due:** Apr. 8, 2002

## *Managing Prison Security Systems*

### **Who Should Attend**

Managers who have direct control or oversight responsibility for security operations of a state prison, such as wardens, superintendents, deputy wardens, deputy superintendents, chiefs of security, and shift commanders.

### **Description**

This 36-hour training program focuses on the need to address institutional security as a "seamless" system with integration of all component parts. It covers physical plant security, information systems, classification, and staffing analysis and emphasizes internal auditing and monitoring.

### **Application Requirements**

**Agencies** interested in hosting this program must submit Form B (page 121). Those agencies proposing to include neighboring corrections jurisdictions

### **PARTNERSHIP SITES \***

**Dates:** Nov. 5–9, 2001

**Program:** 02-P4201

**Applications Due:** Aug. 3, 2001

**Dates:** May 20–24, 2002

**Program:** 02-P4202

**Applications Due:** Feb. 15, 2002

\*When sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).



will be given priority unless sound justification is provided for including only their own staff. See "Partnership Programs" (page 117) for more information.

**Individuals** interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions. Note that NIC does **not** pay any expenses related to attendance at this partnership program.

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## *Monitoring Private Service Contracts in Prisons*

### **SITE TO BE DETERMINED\***

**Dates:** Mar. 4–8, 2002

**Program:** 02–P1401

**Applications Due:** Dec. 3, 2001

\*When a site is selected, it will be posted at [www.nicic.org](http://www.nicic.org).

### **Who Should Attend**

Two- or three-person teams that include a central office contract manager responsible for oversight of private service contracts and a contract monitor for the state department of corrections. A second contract monitor or another person who is critical to the contract monitoring process may be proposed as the third team member.

### **Description**

This 36-hour training program focuses on monitoring private contracts for the delivery of correctional services. It explores the contractor's role in the organization, the relationship between the monitor and the contractor, the monitoring protocol and process, and monitoring techniques in various speciality areas. Monitoring in multijurisdictional contract institutions, problem solving, legal issues, data gathering and analysis, and monitoring tools and reports also are covered.

### **Application Requirements**

Each team member must complete Form A (page 121); only one supplementary statement for the team is required. The statement must describe each team member's current job assignment and how it relates to contract monitoring. See "NIC-Paid Training Beyond Longmont, Colorado" (page 113) for more information.

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## *Operational Practice in Women's Prisons*

### **NIC TRAINING CENTER LONGMONT, CO**

**Dates:** July 22–26, 2002

**Program:** 02–P3101

**Applications Due:** Apr. 19, 2002

### **Who Should Attend**

Regional directors, wardens, and supervisors in state women's prisons or central office personnel with administrative responsibility for women's prisons.

### **Description**

This 36-hour program explores issues that are key to policy development and operational practice in the management of women's prisons. It covers



legal issues, cross-gender supervision, design considerations, daily operations, and gender-responsive programming.

### **Application Requirements**

Applicants must attach a statement to Form A (page 121) describing their current position and responsibilities and how long they have held the position; the name, location, security level, and size (staff and inmates) of their institution; and how they will benefit from this program. See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.



## ***Training for Victim Service Coordinators***

### **Who Should Attend**

Victim service coordinators or the person responsible for victim services in the state department of corrections. Only one applicant from a state will be selected.

### **Description**

This 24-hour program provides an opportunity for those responsible for coordinating victim services to examine and discuss critical issues and receive training on promising practices and strategies for victim services in corrections.

### **Application Requirements**

Applicants must attach a statement to Form A (page 121) describing when they were appointed victim services coordinator and their job responsibilities. See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.

**NIC TRAINING CENTER  
LONGMONT, CO**

**Dates:** Sept. 17–20, 2002

**Program:** 02–P3901

**Applications Due:** June 14, 2002

## ***Training on Private Prison RFPs and Contracts***

### **Who Should Attend**

Four- to five-member teams that include the deputy director or other policy-level administrator, legal counsel, contract administrator, chief contract monitor, and budget analyst and/or procurement officer, if appropriate.

### **Description**

This 36-hour training program focuses on the administration of private prison contracts and addresses policy development, development of requests for proposal (RFPs), contract negotiations, activation and implementation of contracts, and legal issues. Issues regarding contract modifications and performance measures also are addressed.

**SITE TO BE DETERMINED\***

**Dates:** Sept. 23–27, 2002

**Program:** 02–P1402

**Applications Due:** Jun. 24, 2002

\*When a site is selected, it will be posted at [www.nicic.org](http://www.nicic.org).





### **Application Requirements**

Applicants must submit Form A (page 121). See "NIC-Paid Training Beyond Longmont, Colorado" (page 113) for more information.

## **VIDEOCONFERENCE**

### *Recruitment and Retention of the Prison's Workforce*

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#### **VIDEOCONFERENCE\***

**Date:** June 19, 2002

**Program:** 02-S9005

**Applications Due:** June 12, 2002

\*Visit [www.nicic.org](http://www.nicic.org) for sites.

#### **Who Should Attend**

Individuals who have an interest in or are responsible for recruiting and retaining correctional staff.

#### **Description**

This videoconference emphasizes innovative programs for attracting people into corrections professions and maintaining experienced staff. The videoconference follows up on the document developed as a result of focus groups held the preceding year regarding strategies for addressing human resources challenges faced by corrections. Discussions are applicable to prisons, jails, and community corrections agencies.

#### **Application Requirements**

**Agencies** wishing to host this videoconference must submit Form C (page 121). Registration can also be completed online at NIC's Web site ([www.nicic.org](http://www.nicic.org)). See "Videoconferences" (page 91) for more information.

**Individuals** interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions.

#### **Contact**

Videoconference technology: Ed Wolahan, Academy Division; toll-free telephone: 800-995-6429, ext. 131; e-mail: [ewolahan@bop.gov](mailto:ewolahan@bop.gov).

## **COOPERATIVE AGREEMENTS**

The National Institute of Corrections awards cooperative agreements to fund the planning, development, and implementation of its strategic plan. Unlike grants and other types of funding, cooperative agreements require that NIC work closely with the awardees to achieve their stated goals. Announcements for cooperative agreements are posted in the *Federal Register* and on the NIC Web site: [www.nicic.org](http://www.nicic.org).





## *Emergency Preparedness Assessments*

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### **Scope of Work**

This project will produce a document for correctional systems to use in assessing their ability to maintain a safe and secure institutional environment in emergency situations.

Information will be gathered and compiled from correctional systems and persons who have participated in or contributed to the delivery of NIC's emergency preparedness training programs. An effort will also be made to provide any updates or enhancements to the assessment instrument used in that training. The document will help agencies increase the number of staff they can train to be proactive regarding emergencies.

### **Anticipated Funding**

\$60,000

### **Date Request For Applications (RFA) Will Be Published in the Federal Register**

November 2001

### **Contact**

BeLinda Watson, Prisons Division; telephone: 202-353-0483; toll-free telephone: 800-995-6423, ext. 30483; e-mail: [bbarney@bop.gov](mailto:bbarney@bop.gov).

## *Managing Prisons During Natural and Environmental Disasters*

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### **Scope of Work**

This project will produce a document for correctional systems to assess their ability to maintain a safe and secure institutional environment during natural and environmental disasters. Information will be gathered and compiled from correctional systems and persons who have participated in or contributed to the delivery of the Managing Prisons During Natural and Environmental Disasters training program. The document will help correctional systems plan for emergency circumstances and build partnerships with other agencies. Correctional systems will be able to use the document as a guide for assessing their protocol in managing these disasters and in determining the adequacy of their resources.

### **Anticipated Funding**

\$60,000



**Date Request For Applications (RFA) Will Be Published  
in the Federal Register**

February 2002

**Contact**

BeLinda Watson, Prisons Division; telephone: 202-353-0483; toll-free  
telephone: 800-995-6423, ext. 30483; e-mail: [bbarney@bop.gov](mailto:bbarney@bop.gov).

## **Correctional Health Care**

### **TRAINING PROGRAMS**

#### *Prison Health Care: Women Offenders*

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**NIC TRAINING CENTER  
LONGMONT, CO**

**Dates:** June 17-20, 2002

**Programs:** 02-P601

**Applications Due:** Mar. 18, 2002

**Who Should Attend**

Correctional administrators and health care practitioners who are responsible for women offenders.

**Description**

This training program addresses contemporary issues in correctional health care for women offenders. The program provides updated information and resources regarding correctional health care for women. It also includes staffing levels, confidentiality issues focusing on reported sexual misconduct to medical staff, overmedication, and legal and ethical issues.

**Application Requirements**

Applicants must attach a statement to Form A (page 121) describing their current job assignment and how it relates to women offenders and how this program will benefit them. See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.

#### *Utilizing Technology in Correctional Health Care*

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**NIC TRAINING CENTER  
LONGMONT, CO**

**Dates:** July 15-18, 2002

**Programs:** 02-P602

**Applications Due:** Apr. 16, 2002

**Who Should Attend**

Health care administrators and managers, wardens, and other corrections staff who are responsible for technology utilization.



### Description

This training program provides current information on emerging technologies in health care delivery, including electronic records, tracking and locator systems, telemedicine, and other technologies. Ethical and legal questions that must be answered to ensure consistency with constitutional or ethical standards will also be discussed.

### Application Requirements

Applicants must attach a statement to Form A (page 121) describing their current job assignment and how it relates to correctional health care and how the program will benefit their corrections system. See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.

## VIDEOCONFERENCE

### *Best Practices for Offenders With Mental Health Needs*

#### Who Should Attend

Correctional administrators and managers at the state level, as well as mental health administrators, managers, and practitioners at state and local levels.

#### Description

This videoconference will share information regarding how state and local correctional agencies and mental health authorities in their jurisdictions are working together to ensure continuity of care and adequate mental health treatment for offenders who are mentally ill or have mental health problems.

#### Application Requirements

**Agencies** wishing to host a videoconference must submit Form C (page 121). Registration also can be completed online at NIC's Web site ([www.nicic.org](http://www.nicic.org)). See "Videoconferences" (page 91) for additional information.

**Individuals** interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions.

#### Contact

Videoconference technology: Ed Wolahan, Academy Division; toll-free telephone: 800-995-6429, ext. 131; e-mail: [ewolahan@bop.gov](mailto:ewolahan@bop.gov).

#### Videoconferences\*

Date: Aug. 22, 2002

Program: 02-0000

Application Due: Aug. 21, 2002

\*All times in EST.



An abstract geometric design featuring a grid pattern. A large, light gray square is positioned in the upper right. Below it, a thick black square frame is visible. To the left of the main title, there are several smaller black square frames of varying sizes, some of which are partially filled with a grid pattern. The overall composition is minimalist and modern.

# **Community Corrections: Programs and Services**



## **Community Corrections: Programs and Services**

### **Executive Orientation**

#### *Training Programs*

- Orientation for New Probation and Parole Chief Executive Officers
- Orientation for Parole Board Members

### **Effective Offender Management**

#### *Training Program*

- Changing Offender Behavior: The Role of Administration

#### *Cooperative Agreement*

- Implementing Effective Correctional Management of Offenders in the Community

#### *Technical Assistance*

- Implementing Effective Correctional Management of Offenders in the Community
- Improving Community Responses to Women Offenders

#### *Videoconference*

- Managing the Mentally Ill Offender in the Community During an Era of Managed Health Care

### **Management and Operations**

#### *Technical Assistance*

- Managing Transition From Prison to the Community

#### *Cooperative Agreement*

- Managing Transition From Prison to the Community

#### *Information Sharing/Technical Assistance*

- Interstate Compact for Adult Offender Supervision



# Executive Orientation

## TRAINING PROGRAMS

### *Orientation for New Probation and Parole Chief Executive Officers*

#### **Who Should Attend**

Executives in probation and parole agencies who were appointed within the past year and have full responsibility for the operational aspects of community corrections agencies that supervise offenders in the community, including chief probation officers, directors of state probation departments, directors of state probation and parole departments, directors of state parole supervision, and directors of public-sector community corrections (including state, county, or local).

#### **Description**

This 40-hour program equips the new chief executive with long-term skills in the areas of budgets, personnel, planning, special interest groups, working with the media, and communications. The program uses a peer interaction process and promotes the development of network mentors and advisors among participants.

#### **Application Requirements**

Applicants must submit Form A (page 121). See "NIC-Paid Training Beyond Longmont, Colorado" (page 113) for more information.

#### **Contact**

Rick Faulkner, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 40100; e-mail: [rfaulkner@bop.gov](mailto:rfaulkner@bop.gov).

**SAN HOUSTON STATE  
UNIVERSITY  
HUNTSMILLE, TX**

**Dates: Mar. 31–Apr. 5, 2002**

**Program: 02-C4001**

**Applications Due: Jan. 15, 2002**

**Dates: Sept. 22–27, 2002**

**Program: 02-C4002**

**Applications Due: July 1, 2002**



**NIC TRAINING CENTER  
LONGMONT, CO**

**Dates:** June 10-14, 2002

**Program:** 02-C2101

**Applications Due:** Mar. 11, 2002

## *Orientation for Parole Board Members*

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### **Who Should Attend**

Individuals with less than 1½ years in their appointed position. Parole board members and commissioners who exercise the full range of releasing authorities for sentenced offenders in their state or U.S. territory.

### **Description**

This 36-hour program provides a national overview of paroling authorities and covers the philosophical and historical bases of parole. The policies, programs, and tools currently being used; the relationships of community supervision, parole release, and revocation decisionmaking; and the policymaking role of individual decisionmakers also are discussed.

### **Application Requirements**

Applicants must complete Form A (page 121) and enter the effective date of their appointment to the board on the "Years in position" line. The application must be endorsed by the parole chair. See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.

### **Contact**

Cranston Mitchell, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 40117; e-mail: [cjmittell@bop.gov](mailto:cjmittell@bop.gov).

## **Effective Offender Management**

### **TRAINING PROGRAM**

#### *Changing Offender Behavior: The Role of Administration*

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**NIC TRAINING CENTER  
LONGMONT, CO**

**Dates:** June 3-7, 2002

**Program:** 02-1001

**Applications Due:** Mar. 4, 2002

### **Who Should Attend**

Chief probation or parole officers, state administrators of probation and parole, jail administrators, deputy-level directors, and others primarily charged with overseeing the development, implementation, and supervision of the jurisdiction's community-based offender management process.



Agencies must be committed to the Principles of Effective Intervention Initiative (commonly referred to as "what works") as reflected by supervision and intervention strategies based on social learning theory. Their focus on evidence-based correctional practices that promote prosocial behavior and reduced victimization should be reflected in their vision and mission statements, strategic and tactical plans, and standard operating procedures.

### **Description**

Administrators of community-based correctional initiatives are increasingly expected to reduce the risk that offenders will violate the terms of their community placement by committing new crimes. Introduction of a wide range of assessment tools, cognitive learning curriculums, supervision styles, and intervention strategies has posed new complexities in managing a process that will produce desired results and not merely traditional activities.

Participants in this training will have a clearer sense of whether the intended outcomes projected for the offender population under their management are realistic. They will define the elements of an effective offender management process and integrate those elements in their jurisdiction with more precision and detail. Participants will select from tools that help achieve the performance outcomes expected of the offender population. They also will define the measures and measurements of performance to be tracked and evaluated by their organization.

### **Application Requirements**

Applicants must attach a supplementary statement to Form A (page 121) that summarizes their agency's involvement with implementing the principles of effective intervention and any NIC training programs or technical assistance they have received related to these principles. See "NIC Training Center Program, Longmont, Colorado" (page 107) for more information.

NOTE: This training program replaces Changing Offender Behavior to Promote Public Safety, which will be offered through the Academy's regional volunteers, who conduct NIC-sponsored training throughout the nation (see "Regionalization," page 16).

### **Contact**

Nancy Shomaker, Academy Division; toll-free telephone: 800-995-6429, ext. 120; e-mail: [nshomaker@bop.gov](mailto:nshomaker@bop.gov).





*nicic Report*  
*Volume 1, Number 1*

## COOPERATIVE AGREEMENT

The National Institute of Corrections awards cooperative agreements to fund the planning, development, and implementation of its strategic plan. Unlike grants and other types of funding, cooperative agreements require that NIC work closely with the awardees to achieve their stated goals. Announcements for cooperative agreements are posted in the *Federal Register* and on the NIC Web site: [www.nicic.org](http://www.nicic.org).

### *Implementing Effective Correctional Management of Offenders in the Community*

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#### **Scope of Work**

Since the mid-1990s, NIC has promoted an awareness of what has become known internationally as "what works" in correctional practice. Based on social learning theory, correctional systems are encouraged to create effective case management of offenders using evidence-based correctional practices that promote prosocial behavior by offenders and reduce victimization.

NIC is seeking an organization (a cooperative agreement awardee) to work with the Institute to implement effective interventions in selected statewide community correctional systems over a 3-year period. The awardee must possess a working knowledge of applicable social learning theory, evidence-based research on effective interventions, and research on organizational change.

Working jointly with NIC, the awardee will help market the program to the 50 states, help assess the organizational readiness of applicant states, and recommend the limited number of statewide systems that can be assisted at one time given the available resources. Once the target jurisdictions have been selected, the awardee will help the state systems prepare a strategic organizational change plan for the implementation of effective correctional management of offenders in the community. The implementation strategy will include leadership identification, role definition, and competency development at various levels of the organizational structure.

The awardee will take the selected jurisdictions through the development and implementation of a process that assesses offenders using general and specialized dynamic classification tools, develops case management plans for each offender based on classification and case plan goals, sorts and assigns offenders to specifically designed correctional interventions making use of cognitive learning curriculums, and evaluates effectiveness on scales of indicators defined by the organizational or system leadership.





**Anticipated Funding**

\$400,000

**Date Request For Applications (RFA) Will Be Published  
in the Federal Register**

October 2001

**Contact**

George Keiser, Community Corrections Division; toll-free telephone:  
800-995-6423 or 202-307-3129, ext. 73129; e-mail: [gkeiser@bop.gov](mailto:gkeiser@bop.gov).

## **TECHNICAL ASSISTANCE**

### *Implementing Effective Correctional Management of Offenders in the Community*

---

**Who Should Apply**

State agencies who oversee or are responsible for the direct management of offenders in the community under orders of the court or a releasing authority.

**Description**

This multiyear technical assistance project will be tailored to each state accepted into the process. A strategic organizational change plan will be developed for each state that reflects its vision for accomplishment, current state of development, resource pool, accepted organizational development principles, and the body of knowledge existing on effective correctional management of offenders. Each state's goal is to develop an approach that is likely to produce the desired outcomes.

An announcement with application instructions will be placed on the NIC Web site and distributed to those agencies with the responsibilities identified above early in calendar year 2002. Because of limited resources, NIC and its cooperative agreement partner will select states based on their commitment to the concept, readiness for change, ability to manage the change process, and the ability of NIC to bring any significant benefit to the state's effort.



### **Application Requirements**

Applications to receive technical assistance must come from the chief executive officer of the state agency and the person who has the primary daily operational responsibility for the work (if they are not the same person). The application must be consistent with instructions to be published early in 2002. Additional materials reflecting organizational commitment to the process and other documentation will be described in the published announcement for assistance.

### **Contact**

George Keiser, Community Corrections Division; toll-free telephone: 800-995-6423 or 202-307-3129, ext. 73129; e-mail: [gkeiser@bop.gov](mailto:gkeiser@bop.gov).

## *Improving Community Responses to Women Offenders*

---

### **Who Should Apply**

Criminal justice agencies, such as community corrections, jails, and courts, that are interested in designing more effective decisionmaking processes and community supervision options for women offenders.

### **Description**

Technical assistance will be provided to criminal justice agencies to increase the rates of successful completion of community supervision by women in pretrial and sentenced status and reduce the number of low-level, chronic offenders who are rearrested and held in jail or prison.

These objectives will be accomplished by structuring decisions at the earliest points in the criminal justice process so that specific groups of defendants are directed to the most appropriate criminal justice and human service responses as a matter of deliberate public policy and consistent with their risk and needs. The program will also help participants assess current practices and design gender-responsive community supervision approaches for women defendants and sentenced offenders that accomplish the jurisdiction's public policy goals.

### **Application Requirements**

**Agencies** with the sole or shared responsibility of managing women offenders placed in the community under orders of the court or a releasing authority may apply for limited, short-term technical assistance.

**Individuals** who have the authority to set policy and administer program components exclusively for or including women offenders are eligible to initiate the request for technical assistance.



To apply for technical assistance, see "Technical Assistance" (page 85).

### Contact

Phyllis Modley, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 40099; e-mail: [pmodley@bop.gov](mailto:pmodley@bop.gov).

## VIDEOCONFERENCE

### *Managing the Mentally Ill Offender in the Community During an Era of Managed Health Care*

#### Who Should Attend

Community corrections administrators, including agency directors, deputies, or supervisors of specialized mental health units; probation and parole field supervisors; residential and structured living program supervisors; day reporting center administrators; and jail administrators supervising offenders in the community.

The program is especially suited to mid- to large-sized communities with a complex process, more treatment providers, and more competition for limited services to indigent populations.

#### Description

This 3-hour videoconference equips community corrections administrators with a general understanding of managed behavioral health care, a planning process to ensure services for the mentally ill, and recommendations on how community corrections administrators can become active participants in securing behavioral health care services for offenders under their supervision.

#### Application Requirements

**Agencies** wishing to host this videoconference must submit Form C (page 121). Registration can also be completed online at NIC's Web site ([www.nicic.org](http://www.nicic.org)). See "Videoconferences" (page 91) for additional information.

**Individuals** interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions.

#### Contacts

Program content: Maureen Buell, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 40121; e-mail: [mbuell@bop.gov](mailto:mbuell@bop.gov) (scheduled to be on staff October 2001).

#### VIDEOCONFERENCE\*

Date: July 17, 2002

Program: 02-S9007

Applications Due: July 10, 2002

\*Visit [www.nicic.org](http://www.nicic.org) for sites.



Videoconference technology: Ed Wolahan, NIC Academy Division; toll-free telephone: 800-995-6429, ext. 131; e-mail: [ewolahan@bop.gov](mailto:ewolahan@bop.gov).

# **Management and Operations**

## **TECHNICAL ASSISTANCE**

### *Managing Transition From Prison to the Community*

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#### **Who Should Apply**

This technical assistance project will require a coordinated effort between the department of corrections, the parole board, and the parole supervision agency to develop such a policy-driven approach. It will also require commitment by the three agencies to prepare offenders to return to their communities based on a model developed through a previous NIC initiative. The goals of the transition initiative are to promote public safety by reducing the threat of harm to persons and their property posed by released offenders and to increase the rate of successful offender transitions from prison by fostering effective risk management, offender accountability, targeted treatment interventions, and community and victim participation.

#### **Description**

The confinement of offenders, release decisionmaking, and parole supervision are often provided by separate agencies within a state, and there is generally a lack of coordination even when more than one function is housed within a single agency. Regardless of the organizational structure, it is in the public's best interest that offenders make a coordinated transition from the institution to the community. As a result of this initiative, up to five states and their agencies responsible for confinement, release decisionmaking, and parole supervision will develop a policy-driven, coordinated approach to transitioning offenders from prison back to the community.

#### **Application Requirements**

A cooperative agreement to select a service provider to work with the NIC Community Corrections Division on this project will be announced in November 2001. Once the cooperative agreement has been awarded, details of planned activities and application procedures for the technical





assistance project will be announced. All state departments of corrections, parole boards, and parole supervision agencies will be sent the application information.

## COOPERATIVE AGREEMENT

The National Institute of Corrections awards cooperative agreements to fund the planning, development, and implementation of its strategic plan. Unlike grants and other types of funding, cooperative agreements require that NIC work closely with the awardees to achieve their stated goals. Announcements for cooperative agreements are posted in the *Federal Register* and on the NIC Web site: [www.nicic.org](http://www.nicic.org).

### *Managing Transition From Prison to the Community*

---

#### **Scope of Work**

Based on a model created under a previous cooperative agreement, NIC will work with up to five jurisdictions and their agencies responsible for confinement, release decisionmaking, and parole supervision to develop a coordinated approach to transitioning offenders back to the community. This transition will progress through institutional programs, the parole decisionmaking process, the setting of release conditions, and supervision in the community, including responding to violations. The initial effort will be open to states in which at least two of the three functions (institutional custody, release decisionmaking, and community supervision) are within one organization. The primary goal is to better prepare offenders for success upon return to the community, and a secondary interest is system efficiency. Activities will include onsite technical assistance to each agency and to the group as a whole. The process will include assessment of current practices, identification of issues and values important to each component and agency, identification of possible strategies, and adoption of clear policies and procedures.

After the award is made, NIC staff and the service provider will announce technical assistance services to the states and screen and select the jurisdictions to receive it. NIC staff also will work with the service provider to deliver the onsite technical assistance needed in developing a transition process within each state.

#### **Anticipated Funding**

\$250,000





**Date Request For Applications (RFA) Will Be Published  
in the Federal Register**

November 2001

**Contact**

Cranston J. Mitchell, Community Corrections Division; toll-free telephone: 800-995-6423 or 202-307-3106, ext. 40117; e-mail: [cjmitchell@bop.gov](mailto:cjmitchell@bop.gov).

## **INFORMATION SHARING/TECHNICAL ASSISTANCE**

### *Interstate Compact for Adult Offender Supervision*

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**Description**

This initiative is intended to help states more effectively manage the movement and supervision of adult parolees and probationers who cross state lines. Thirty-five jurisdictions must pass an amended interstate compact for the initiative to take effect. During the fiscal year (FY) 2000 legislative sessions, it became law in nine states. Many of the remaining states are expected to act during FY 2001. Although outcomes of the FY 2001 legislative sessions will determine the precise nature of FY 2002 activities, efforts will expand from sharing information to beginning implementation. Necessary assistance will include continued support to states that have yet to pass the amended compact, strategic transition planning and preparation for those who have passed it, help in developing an automated information system, holding steering group meetings, and convening the Interstate Commission for Adult Offender Supervision to start mandated rulemaking and decisionmaking functions.

All U.S. states and territories may enact the interstate compact by passing uniform legislation (the Interstate Compact for Adult Offender Supervision). The states' compact administrators will primarily interact with NIC; however, assistance will be provided to members of the state councils and others in the executive, legislative, and judicial branches, as appropriate to the individual jurisdictions and their unique needs.





Technical assistance activities will be tailored to respond to the needs of individual states, steering groups, and the interstate commission. Assistance will be provided to individual states onsite, by telephone, or in settings arranged in response to the common needs of more than one state. Assistance providers will be staff from NIC or the Council of State Governments (a cooperative agreement partner) or others we identify who possess expertise unique to the need presented.

Through this assistance, it is anticipated that the individual states will have the information necessary to decide whether to enact the compact, if they choose to do so. Multiple states enacting the compact will collectively resolve their common needs.

Meetings and workshops will be a major component of activities during FY 2002. At minimum, they will assist states that have enacted the new compact (if the necessary implementation of 35 has not been reached). It is likely that actual implementation will begin with meetings of the interstate commission (whose primary funding is likely to be from sources other than NIC).

Telephone inquiries are encouraged.

### **Contact**

Kermit Humphries, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 40118; e-mail: [khumphries@bop.gov](mailto:khumphries@bop.gov).



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# **Information Services**

## **Information Services**

**NIC Information Center**

**How to Request Information**





## NIC Information Center

Anyone with an interest in corrections may request information or materials from the National Institute of Corrections (NIC) Information Center. The Information Center maintains a collection of the most current materials available in corrections and related fields, including unpublished materials developed by federal, state, and local agencies.

The Information Center provides information on the full spectrum of issues in corrections management and operations in jails, prisons, and community settings. Materials include—

- Descriptions and evaluations of correctional programs.
- Agency policies and procedures.
- Research and statistical findings.
- Information on offender job training and placement activities.
- Correctional staff training materials produced by NIC and other federal, state, and local agencies.
- NIC publications on current corrections topics.

Staff with professional experience in corrections settings are available to discuss the specific information needs of practitioners, researchers, and others. A selection of resources is assembled and shipped to each client at no charge.

Materials are shipped within 1 week or delivered via an overnight service at the client's expense. Immediate assistance also can be provided by telephone or fax, depending on the type and volume of material needed.

### Share Your Information

For more information on the NIC Information Center, contact the NIC Information Center at (301) 725-2000. You can also visit our website at [www.nic.gov](http://www.nic.gov). We welcome your comments and suggestions. Please contact us at (301) 725-2000 or [info@nic.gov](mailto:info@nic.gov).



## How to Request Information

Contact the NIC Information Center directly or visit the Web site at [www.nicic.org](http://www.nicic.org) to request reports, publications, and other resources. The NIC Web site describes Information Center services, lists downloadable publications, and features a searchable database of more than 1,600 NIC publications. The Web site also provides access to a variety of corrections links and to the NIC Corrections Exchange, an e-mail discussion group on corrections issues.

An automated fax-on-demand service is accessible 24 hours a day to send selected publications to the requester's fax machine.

### **NIC Information Center**

1860 Industrial Circle, Suite A

Longmont, CO 80501

Telephone: 303-682-0213

Toll-free: 800-877-1461

Fax: 303-682-0558

Web address: [www.nicic.org](http://www.nicic.org)

E-mail address: [asknicic@nicic.org](mailto:asknicic@nicic.org)

Fax-on-demand: 303-678-9049

## **Technical Assistance**

**Who Should Apply**

**Description**

**NIC Review**

**Application Requirements**

**Where to Apply**

**International Assistance**



## Who Should Apply

Technical assistance is available without cost to all adult corrections agencies in the United States and its commonwealths and territories. The following agencies and organizations working with adult offenders are eligible for NIC technical assistance:

- Local jails and jail-related agencies.
- State departments of corrections and prisons.
- State and local probation and parole agencies.
- Residential corrections programs.
- Public and private community corrections agencies and programs.
- Organizations, associations, and oversight or advisory groups with a mission to assist jails, prisons, or community corrections agencies.

Private agencies providing correctional services under contract to government agencies are eligible for assistance only when their request is either made or endorsed by the chief executive officer of the government agency receiving the services.

## Description

The NIC Technical Assistance Program is designed to respond directly to the needs, problems, and individual requirements of federal, state, and local correctional agencies, as identified by the requesting agency. Technical assistance provides onsite guidance, support, consultation, or training provided by an experienced technical resource provider or NIC staff member, who serves in an advisory capacity and works with agency staff to—

- Assess programs and operations.
- Implement effective practices.
- Improve agency management, operations, and programming.
- Improve the design, delivery, management, and evaluation of staff training programs.
- Improve offender job training and placement efforts.

As appropriate, NIC may also cover the costs of practitioners' visits to another corrections agency to observe effective practices.

Technical assistance is generally provided for a period of 3 to 5 days. For projects that are more complex and require more days, agencies should contact the appropriate NIC division to discuss possible strategies before sending a request.

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# Technical Assistance





The person delivering the onsite technical assistance submits a written report to the recipient agency and NIC with detailed recommendations for addressing the problems for which assistance was provided.

## NIC Review

When NIC receives the written request, a staff member will review it and telephone the requesting agency's contact person to discuss the need. Because NIC resources are limited, each request for technical assistance will be carefully evaluated to determine the best method of meeting the agency's needs.

## Application Requirements

The chief executive officer of the agency, as defined below, must sign a letter of request prepared on official stationery that—

- Briefly describes the problem for which assistance is requested.
- Identifies the agency contact person by name, address (if different from the agency head), telephone number, and e-mail address (if available).
- References any supporting documentation or background materials that have an impact on the problems and identifies the NIC program staff who assisted them if the request was preceded by a telephone call.
- Specifies a desired timeframe for service delivery.

The chief executive officer is defined as follows:

- In **jails**, it is the sheriff if the jail is under the sheriff. If not, it is the chief executive officer of the local department of corrections.
- In **prisons**, it is the director or commissioner of the state department of corrections.
- In **community corrections**, it is the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.

## Where to Apply

The NIC Technical Assistance Program is administered by each of its divisions—Jails, Prisons, Community Corrections, Special Projects, and the Academy—as well as the Office of Correctional Job Training and Placement.

Agencies may request technical assistance at any time; there are no deadlines. However, they should apply as soon as a need is identified because technical assistance funds are generally depleted before the end of the fiscal year.



For technical assistance related to a specific area (e.g., prisons), send a written request to the Technical Assistance Manager of the appropriate division or office at:

**National Institute of Corrections**

320 First Street NW.  
Washington, DC 20534

For technical assistance related to jails or training activities, send the written request to the Technical Assistance Manager of the Jails Division or the Academy Division at:

**National Institute of Corrections**

1960 Industrial Circle  
Longmont, CO 80501

For training-related requests, priority consideration will be given to those that have regional impact or build agency capacity to deliver training.

## International Assistance

NIC is authorized to provide assistance to corrections agencies outside of the United States. NIC works with foreign agencies to identify specific programs and practices in U.S. jails, prisons, and community corrections agencies that could be adapted to its needs. Assistance can include information on specific programs, site visits, and identification of various approaches to a correctional issue.

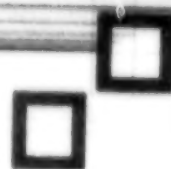
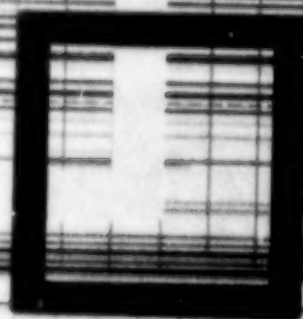
Corrections practitioners from other countries may also participate, if selected, in NIC training programs. No tuition is charged for training, but participants or their agencies are responsible for all expenses associated with attending the training. All regularly scheduled programs are conducted in English.

**Contact**

William Wilkey, Office of International Assistance; toll-free telephone: 800-995-6423, ext. 44266; e-mail: [wwilkey@bop.gov](mailto:wwilkey@bop.gov).



# **Videoconferences**



## **Videoconferences**

**Videoconference Calendar**

**Costs and Logistics**

**Site Coordinators'/Facilitators' Role**

**Application Requirements**





Local classroom programs that use satellite and Internet technology make it convenient and less costly for thousands of correctional professionals to be trained at hundreds of sites across the country. These videoconferences are interactive and allow practitioners to learn from experts from around the world.

During fiscal year (FY) 2002, NIC will produce five live satellite/Internet videoconferences that can be viewed at hundreds of sites throughout the United States. These 3-hour broadcasts deal with current topics in correctional policy and practices via presentations by content experts, vignettes, and interviews with criminal justice practitioners (see "Videoconference Calendar").

Satellite downlink is the preferred method for participating in live programs. Internet viewing is also possible on computers with suitable software, but NIC recommends that viewers take part in a group downlink setting if possible.

VIDEOCONFERENCE CALENDAR													
Page	Training Program	2001			2002								
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
21	Addressing Staff Sexual Misconduct			12									
45	Mentally Ill Inmates in Jails: Meeting the Challenge							17					
62	Recruitment and Retention of the Prison's Workforce									19			
65	Best Practices for Offenders With Mental Health Needs											28	
Prison and Community Connections													
75	Managing the Mentally Ill Offender in the Community During an Era of Managed Health Care											17	

## Costs and Logistics

There are no registration, tuition, or materials fees associated with any NIC training.

The local agency that hosts a videoconference covers the costs related to duplicating participant materials and securing a satellite downlink; training room; and telephone, fax, or e-mail equipment to communicate



questions to the presenters. During FY 2002, KU-band transponders will be used. Agencies that do not have their own downlink can often use a downlink-equipped meeting room at a local community college, hotel, or government agency. You can also contact Ed Wolahan at toll-free 800-995-6429, ext. 131, or e-mail [ewolahan@bop.gov](mailto:ewolahan@bop.gov) to locate a satellite dish in your area.

An NIC Web page for each program provides access to supporting information and resources, including a list of registered downlink sites, satellite coordinates, viewing instructions, the program agenda, handouts, evaluations, and recommended reading materials, if applicable (visit the NIC Web site: [www.nicic.org](http://www.nicic.org)).

## Site Coordinators'/ Facilitators' Role

- **Register your site.** Submit Form C (page 121), visit the NIC Web site ([www.nicic.org](http://www.nicic.org)), or fax the form to Mary Ann Karre at NIC (303-682-0469). By registering as a site, you are agreeing to coordinate all matters related to this videoconference.
- **Secure a KU-band satellite downlink and meeting room for transmission.** The room must be large enough to accommodate participants, trainers, and an adequate number of television sets or monitors for the number of viewers present.
- **Invite various disciplines.** If, for example, you work at a jail, invite probation and parole, prison (state and federal), and other criminal justice practitioners in your area. Send a flier promoting this videoconference to prospective participants. Your goal is to have a minimum of 25 participants.
- **Duplicate program materials.** Photocopy the program agenda, presenters' information, continuing education units (CEU) information and forms, evaluation forms, and related handouts. Encourage your participants to download the related reading materials to learn more about the topic.
- **Convene your group.** Provide a map and good directions to your training site to invited participants. Test your system's reception 30 minutes before the broadcast begins. The satellite coordinates will be provided through a link on the program's Web page at [www.nicic.org](http://www.nicic.org). Ask participants to introduce themselves.
- **View the broadcast and conduct local activities.** Pass out the material for participants and review the agenda. Encourage participants to ask the presenters questions via telephone, fax, or e-mail. Lead a discussion after the broadcast about the information presented.



- **Complete the CEU roster and evaluation form.** Ask participants to fill out the roster for CEU credits and mail it to the accredited sponsor. Ask participants to complete the evaluation form.

## Application Requirements

**Agencies** interested in hosting a videoconference must submit Form C (page 121). Registration can also be completed online at NIC's Web site ([www.nicic.org](http://www.nicic.org)).

**Individuals** interested in participating in a videoconference should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions.



# **Distance Learning Training**

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## **Distance Learning Training**

Distance Learning Training Calendar

Costs and Logistics

Site Coordinators'/Facilitators' Role

Application Requirements



"Distance learning training," like videoconferencing, uses local classroom programs and satellite and Internet technology—and then adds another feature: onsite training managed by NIC-trained facilitators. To ensure the quality of off-air time, NIC first trains agency trainers to coordinate and facilitate the videoconference and local training. This training for trainers occurs 2 to 3 months before the participant training, is 8 hours in length, and is conducted via videoconference. The local participants of the training program later take part in a 12- to 16-hour interactive videoconference and an additional 12 to 16 hours of training.

NIC will conduct two distance learning training programs and three site coordinator trainings during fiscal year (FY) 2002. One site coordinator training will be for a program conducted in FY 2003.

Satellite downlink is the preferred method for participating in live programs. Internet viewing is also possible on computers with suitable software, but NIC recommends that viewers take part in a group downlink setting if possible.

DISTANCE LEARNING TRAINING CALENDAR													
Page	Training Program	2001			2002								
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
17	Restorative Justice: Principles, Practices, and Implementation		7-8*		Jan. 28-Feb. 1**								
18	Thinking for a Change: An Integrated Approach to Changing Offender Behavior								15-16*				16-20**
24	Offender Job Retention									5-6*			

\*Site coordinator/facilitator training

\*\*Training program

## Costs and Logistics

There are no registration, tuition, or materials fees associated with any NIC training.

The local agency that hosts a distance learning training covers the costs related to duplicating participant materials and securing a satellite downlink; training room; and telephone, fax, or e-mail equipment to communicate questions to the presenters. During FY 2002, KU-band transponders will



be used. Agencies that do not have their own downlink can often use or rent a downlink-equipped meeting room at a local community college, hotel, or government agency. Agencies can also contact Ed Wolahan at toll-free 800-995-6429, ext. 131, or e-mail [ewolahan@bop.gov](mailto:ewolahan@bop.gov) to locate a satellite dish in their area.

An NIC Web page for each program provides access to supporting information and resources, including a list of registered downlink sites, satellite coordinates, viewing instructions, the program agenda, hand-outs, evaluations, and recommended reading materials, if applicable (visit the NIC Web site: [www.nicic.org](http://www.nicic.org)).

## Site Coordinators'/Facilitators' Role

- **Register your site.** Mail or fax Form D (page 121), signed by your chief executive officer, to Mary Ann Karre at NIC. (You can also download and print the form from the NIC Web site: [www.nicic.org](http://www.nicic.org).) By registering as a site, you are agreeing to coordinate all matters related to this distance learning training.
- **Secure a KU-band satellite downlink and meeting room for both transmissions.** For the 8-hour trainer's training, the room must accommodate three to four trainers. For the 12- to 16-hour training program broadcast and associated local training, the space must accommodate all local site participants and trainers. Both sessions must have an adequate number of television sets or monitors for the number of viewers present.
- **Participate in site coordinator training.** Training for trainers is conducted via satellite and Internet broadcast several weeks before the distance learning training date. NIC recommends a three-person team to serve as site coordinators: a content expert with knowledge of the topic, a facilitator, and a person who has skills in this technology. This training will teach each site coordinator how to facilitate the off-air activities during the main program. The taped program is usually available via the Internet within a few days of the broadcast, and videotapes also can be obtained from the NIC Information Center.
- **Invite various disciplines.** If, for example, you work at a jail, invite probation and parole, prison (state and federal), and other criminal justice practitioners in your area. Send a flier promoting the training to prospec-



tive participants. Your goal is to have a minimum of 25 participants.

- **Duplicate program material.** NIC will send each site coordinator a camera-ready copy of the participants' manual, facilitators' manual, and related material for this training. It will be your responsibility to duplicate all necessary material for each participant.
- **Convene your group.** Provide a map and good directions to your training site to invited participants. Test your system's reception 30 minutes before the broadcast begins. The satellite coordinates will be provided through a link on the program's Web page at [www.nicic.org](http://www.nicic.org). Ask participants to introduce themselves. Pass out manuals and related material.
- **View the broadcast and conduct local activities.** NIC presenters will teach the content of each distance learning training and you will be responsible to facilitate the activities that complement the content. Arrange with participants to ask questions either as individuals or as a group.
- **Complete the CEU roster and evaluation forms.** Ask participants to fill out the roster daily to receive continuing education unit (CEU) credits and mail it to the accredited sponsor. Ask participants to complete the evaluation form.

## Application Requirements

**Agencies** interested in hosting a distance learning training must submit Form D (page 121).

**Individuals** interested in participating in a distance learning training should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions.





# e-Learning Training

The background of the page is a complex abstract design. It features a large grid pattern that is partially obscured by various geometric shapes and lines. A prominent horizontal band of dark, textured lines runs across the middle of the page. To the right of the title, there is a large, light-colored square with a smaller, darker square inside it. Below this, there is a large, dark square with a lighter square inside it. Further down and to the right, there are several smaller squares of varying sizes and orientations. On the left side, there is a vertical grid pattern that extends from the middle of the page down towards the bottom. The overall aesthetic is modern and technical, suggesting a focus on digital learning and training.





During fiscal year 2002, NIC will expand the opportunity correctional professionals will have to access NIC training by providing high-quality, interactive, and learner-driven training experiences via the Internet. Four yet-to-be-determined training topics will be available for access and delivery on the Internet.

What does this Web-based instruction mean for participants? They can receive the same quality NIC training experience from the comfort of their computer workstations or even from their homes. No travel expenses or release time from the job are required. The opportunity to access quality staff development experiences has never been more convenient.

Visit the NIC Web site at [www.nicic.org](http://www.nicic.org) for the specific details of what, when, and how you can access NIC's e-Learning programs. Information will be provided regarding the technological requirements (modem speed, bandwidth, memory) as well as the materials needed for each e-Learning program.



The background of the page is a light gray grid. Overlaid on this grid are several geometric elements: a large, light gray square with a smaller black square inside it, located in the upper right; a large black square with a white cross inside it, located in the middle right; and several smaller black squares of varying sizes scattered in the lower right and middle sections. The text is positioned on the left side, overlapping the grid.

# **NIC Training Center Programs in Longmont, Colorado**



## **NIC Training Center Programs in Longmont, Colorado**

**Costs and Logistics**

**Application Requirements**

**NIC Training Center Programs in Longmont, Colorado,  
Calendar**

**Cancellations**



As with all NIC training, programs held in Longmont, Colorado, are available to practitioners working in adult jails, prisons, and community corrections in the 50 states, the District of Columbia, and the U.S. commonwealths and territories. In most training programs, participants develop individual action plans or initiate projects to implement in their agencies. After the training, they may be requested to provide information about implementation to help NIC assess the impact of its training. In some cases, technical assistance is available to help implement their action plans.

Because interaction among individuals representing diverse types, sizes, and locations of correctional agencies can greatly enhance the training experience, many programs are conducted at the NIC Training Center in Longmont, Colorado. To further facilitate this interaction, participants must reside at the Raintree Plaza Hotel for the duration of the program, regardless of the proximity of their homes to the training site.

## Costs and Logistics

There are no registration, tuition, or materials fees associated with any NIC training.

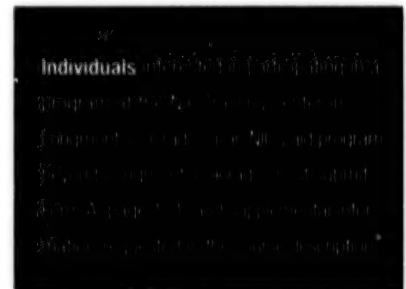
NIC pays the costs of **state and local participants'** air travel, lodging (in double rooms), and meals. Those traveling by means other than air are reimbursed up to an amount that would have been incurred for airfare at government rates. Participants are responsible for the costs of ground transportation to and from airports and the training location. Participants are also responsible for the cost of upgrading to a single room, if they choose to do so.

NIC provides detailed information concerning air travel, ground transportation, and lodging arrangements for each program when notifying applicants of their acceptance.

**Federal agencies** must arrange for and pay the travel and per diem costs associated with their employees attending a training program. Corrections practitioners from **other countries** may attend a program if space is available. However, they must pay travel, per diem, and incidental expenses associated with attending the training.

## Application Requirements

The application for individuals (Form A) can be found on page 121. Applications must be endorsed as described on the back of Form A. If a training program is designed for participation by more than one person from an agency or jurisdiction, each prospective team member must complete an application; only one supplementary statement for the team is required. The





## NIC Training Center Programs in Longmont, Colorado

### NIC TRAINING CENTER PROGRAMS IN LONGMONT, COLORADO, CALENDAR

Page	Training Program	2001			2002									
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	
TRAINING FOR ALL CORRECTIONS DISCIPLINES														
5	NIC Executive Excellence								12-24					
6	Correctional Leadership Development							Apr. 30-May 10				13-23	17-27	
6	Management Development for Women and Minorities		5-9				11-15							
7	Advanced Management Strategies for Women and Minorities									24-28				
8	Strategies for Building Effective Work Teams									24-28				
9	Public and Media Relations for CEOs and PIOs									12-14				
10	Training for Agency Training Coordinators/Directors						17-22			16-21				
11	Training Design and Development							7-12			July 28-Aug. 2			
13	Institutional Field Training Officer Program Development				Jan. 28-Feb. 1									
26	Women Offenders: Developing an Agencywide Approach										7-12			
TRAINING FOR JAILS														
31	Administering the Small Jail					3-8			12-17					
36	How to Run a Direct-Supervision Housing Unit: Training for Trainers										July 28-Aug. 9			
38	Orientation to Objective Classification		5-9							3-7				
39	Planning of New Institutions							8-12				26-30		
40	Managing Jail Design and Construction							15-19			15-19			
44	Planning and Implementing Effective Mental Health Services in Large Jails						12-14							
TRAINING FOR PRISONS														
54	Comprehensive Objective Prison Classification Systems		4-9			Feb. 24-Mar. 1								
60	Operational Practice in Women's Prisons										22-26			
61	Training for Victim Service Coordinators												17-20	
64	Prison Health Care: Women Offenders									17-20				
64	Utilizing Technology in Correctional Health Care										15-18			
TRAINING FOR COMMUNITY CORRECTIONS														
70	Orientation for Parole Board Members									10-14				
70	Changing Offender Behavior: The Role of Administration									3-7				



team applications and statement must be sent together to NIC. Applicants will be notified 60 days before the program date if they are selected to attend. All applications will be acknowledged.

NOTE: Applications that do not include the supplementary materials, are not properly endorsed, or are incomplete will be returned.

## **Cancellations**

The National Institute of Corrections reserves the right to cancel training programs with reasonable notice to participants.

If an applicant is unable to attend after being accepted to a training program for which NIC pays participants' travel and per diem expenses, NIC must be notified as soon as possible. In the case of jail programs, the Jails Division must be notified of cancellations. For all other programs, the Academy must be notified.





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# **NIC-Paid Training Beyond Longmont, Colorado**

## **NIC-Paid Training Beyond Longmont, Colorado**

**NIC-Paid Training Beyond Longmont, Colorado, Calendar**

**Costs and Logistics**

**Application Requirements**

**Cancellations**



As with all NIC training, programs held in locations other than Longmont, Colorado, are available to practitioners working in adult jails, prisons, and community corrections in the 50 states, the District of Columbia, and the U.S. commonwealths and territories. In most training programs, participants develop individual action plans or initiate projects to implement in their agencies. After the training, they may be requested to provide information about implementation to help NIC assess the impact of its training. In some cases, technical assistance is available to help them implement their action plans.

### NIC-PAID TRAINING BEYOND LONGMONT, COLORADO, CALENDAR

Page	Training Program	2001			2002								
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
19	Addressing Staff Sexual Misconduct With Inmates						10-15						
20	Investigations of Staff Sexual Misconduct With Inmates										7-12		
35	Orientation to Direct-Supervision Jails									17-21			
51	Executive Leadership Training for Women												8-13
52	Executive Training for Deputy Directors	22-26											
52	Executive Training for Experienced Wardens									3-7			
53	Executive Training for New Wardens					4-8							
53	Supervisory Leadership for Women							22-26		24-28			
57	Training the Trainers: Assessment of Institutional Culture							8-12					
58	Conducting Prison Security Audits			3-7				15-19					
59	Management of Violent, High-Risk, and Supermax Inmates										8-12		
60	Monitoring Private Service Contracts in Prisons						4-8						
61	Training on Private Prison RFPs and Contracts												23-27
69	Orientation for New Probation and Parole Chief Executive Officers						Mar. 31-Apr. 5						22-27



## Costs and Logistics

Some NIC training programs contain a special feature, such as a critical tour of a correctional facility, that cannot be conducted at the NIC Training Center in Longmont, Colorado. Because NIC considers these special features so important to the success of these programs, NIC pays travel and per diem expenses for **state and local participants** to other sites. In addition, as with all NIC training, there are no registration, tuition, or materials fees.

Those traveling by means other than air are reimbursed up to an amount that would have been incurred for airfare at government rates. Participants are responsible for the costs of ground transportation to and from airports and the training location.

NIC provides detailed information concerning location of training, air travel, ground transportation, and lodging arrangements for each program when notifying applicants of their acceptance.

**Federal agencies** must arrange for and pay the travel and per diem costs associated with their employees attending a training program. Corrections practitioners from **other countries** may attend a program if space is available. However, they must pay travel, per diem, and incidental expenses associated with attending the training.

## Application Requirements

The application for individuals (Form A) can be found on page 121. Applications must be endorsed as described on the back of Form A. If a training program is designed for participation by more than one person from an agency or jurisdiction, each prospective team member must complete an application, but only one supplementary statement for the team is required. The team applications and statement must be sent together to NIC. Applicants will be notified 60 days before the program date if they are selected to attend. All applications will be acknowledged.

NOTE: Applications that do not include the supplementary materials, are not properly endorsed, or are incomplete will be returned.

## Cancellations

The National Institute of Corrections reserves the right to cancel training programs with reasonable notice to participants.

If an applicant is unable to attend after being accepted to a training program for which NIC pays participants' travel and per diem expenses, NIC must be notified as soon as possible. In the case of jail programs, the Jails Division must be notified of cancellations. For all other programs, the Academy must be notified.

Individuals interested in applying for a program at the NIC Training Center should contact the NIC Academy at 1-800-848-8747. For more information, visit the NIC website at [www.nic.org](http://www.nic.org).

An abstract geometric design featuring a grid pattern. A large, light gray square is positioned in the upper right. Below it, a thick black square frame is visible. To the left of the text, there are several smaller black square frames of varying sizes, some of which are partially obscured by the text. The overall composition is minimalist and architectural.

# Partnership Programs



## **Partnership Programs**

**Partnership Program Calendar**

**Costs and Logistics**

**Site Coordinators'/Facilitators' Role**

**Application Requirements**

**Cancellations**



As with all NIC training, partnership programs are available to practitioners working in adult jails, prisons, and community corrections in the 50 states, the District of Columbia, and the U.S. commonwealths and territories. In most training programs, participants develop individual action plans or initiate projects to implement in their agencies. After the training, they may be requested to provide information about implementation to help NIC assess the impact of its training. In some cases, technical assistance is available to help them implement their action plans.

Partnership programs bring NIC training to local communities across the nation. State and local agencies apply and are selected to host partnership programs, which are conducted in the agency's facility or a facility for which the agency contracts. Depending on the program, participants may be from the host agency only or from the host agency and other corrections agencies in the geographical area.

PARTNERSHIP PROGRAM CALENDAR													
		2001			2002								
Page	Training Program	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
8	Strategies for Building Effective Work Teams							22-26					9-13
9	Public and Media Relations						5-8						
10	Training for Agency Training Coordinators/Directors			3-6	7-10								16-19
11	Training Design and Development									3-7		12-16	
12	Training for Small Agency Training Coordinators	Host sites recommend dates.											
13	Foundation Skills for Trainers				Jan. 28-Feb. 1			Apr. 29-May 3			July 29-Aug. 2		
13	Institutional Field Training Officer Program Development	23-25				5-7							
14	Small Agency Field Training Officer Program Development	Host sites recommend dates.											
25	Women Offenders: Critical Policy Issues	Host sites recommend dates.											
32	Jail Administration	Host sites recommend dates.											
32	Jail Resource Management	Host sites recommend dates.											
34	Effective Inmate Supervision	Host sites recommend dates.											
42	The Jail as a Part of County Government	Host sites recommend dates.											
45	Planning and Implementing Effective Mental Health Services in Small/Medium Jails	Host sites recommend dates.											
59	Managing Prison Security Systems		5-9						20-24				



## Costs and Logistics

NIC provides the trainers, curriculums, and training materials for these programs. There are no registration, tuition, or materials fees associated with any NIC training. However, **please note that individuals who attend or their employing agencies are responsible for travel, lodging, and meal expenses associated with attending partnership programs.**

## Site Coordinators'/Facilitators' Role

Host agencies are selected through a competitive process. At a minimum, applicant agencies must be able to:

- **Designate a site coordinator**, who will facilitate the program locally and be present throughout the program.
- **Provide an appropriate training facility and equipment.** The training facility must have a large main training room (1,200 square feet minimum) and two or three adjacent or nearby breakout rooms (400 square feet minimum each).
- **Attract at least 24 participants** to fill the program.
- **Help participants obtain low-cost housing and meals.**

## Application Requirements

Applications to host partnership programs **must** be made by the agency, **not** individuals.

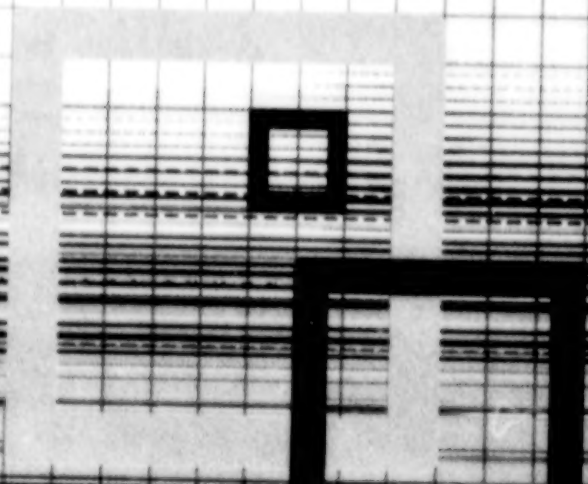
**Agencies** interested in hosting a partnership program must submit the Statement of Interest to Host Partnership Programs (Form B on page 121). NIC staff will explore with the agency contact person the appropriateness of the training to meet the agency's needs and the agency's ability to provide the required logistical support for the program.

**Individuals** interested in participating in an Academy or Prisons Division partnership program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions. After sites are selected for Jails Division partnerships, eligible individuals will be sent a flier containing application instructions.

## Cancellations

The National Institute of Corrections reserves the right to cancel training programs with reasonable notice to participants.

**Forms**



## **Forms**

**Application for Individuals (Form A)**

**Statement of Interest to Host Partnership Programs (Form B)**

**Site Coordinator's Registration for 3-Hour  
Videoconference (Form C)**

**Site Coordinator's Registration: Distance Learning 32-Hour  
Training Program (Form D)**

**Application for Regional Field Coordinator (Form E)**



## Application for Individuals

To apply, complete **(type or print legibly)** and sign this form, attach any supplementary statements required in the training program description, obtain the necessary endorsement, and mail or fax to the National Institute of Corrections, 1960 Industrial Circle, Longmont, CO 80501; fax 303-682-0469. **To receive full consideration, each item on both sides of this application must be completed and it must be received by the specified due date. Incomplete applications will be returned.** All applications will be acknowledged. Applicants accepted for participation will receive confirmation and additional information about the program.

Training program title \_\_\_\_\_

Training program number 02- \_\_\_\_\_

For multiple program offerings, I **cannot** attend on the following date(s):  
\_\_\_\_\_  
\_\_\_\_\_

Name \_\_\_\_\_

Mr. \_\_\_\_\_ Ms. \_\_\_\_\_ Mrs. \_\_\_\_\_

Social Security No. \_\_\_\_\_

NOTE: Disclosure of your Social Security number is voluntary. NIC collects Social Security numbers as identifiers for records of training participants. Executive Order No. 9397.

Title \_\_\_\_\_

Years in position \_\_\_\_\_

Is your primary job responsibility staff training?

Yes \_\_\_\_\_ No \_\_\_\_\_

Agency \_\_\_\_\_

Mailing address \_\_\_\_\_

City \_\_\_\_\_ County \_\_\_\_\_

State \_\_\_\_\_ ZIP code \_\_\_\_\_

Telephone ( ) \_\_\_\_\_ Fax ( ) \_\_\_\_\_

E-mail \_\_\_\_\_

Primary area of corrections (check one):

- ☐ Adult jail  
☐ Adult community corrections  
☐ Adult prison  
☐ Other (explain): \_\_\_\_\_

Signature \_\_\_\_\_

Type of agency (check one):

- ☐ Federal—Bureau of Prisons  
☐ Federal—Other  
☐ State  
☐ Indian Country—Bureau of Indian Affairs  
☐ Indian Country—Tribal  
☐ Regional  
☐ County  
☐ Municipal  
☐ U.S. commonwealth or territory  
☐ Foreign  
☐ Private

Agency/institution information:

Institution/facility population \_\_\_\_\_  
or

Agency population \_\_\_\_\_

Total number of agency staff \_\_\_\_\_

Number of staff you supervise \_\_\_\_\_

If training program is for **team participation**:

- ☐ Each team member must complete an application.  
☐ Each team member's individual supplementary information is attached.  
☐ Team members must be listed below.  
☐ All applications must be sent together.

**Only one team supplement is required for all team members.** List team members below:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_If training program is for **individual participation**:

- ☐ Attach the supplementary information required in the training program description.

I agree to

- ☐ Fully participate in this program and will complete all pre- and posttraining assignments.  
☐ Reside at the training site (for Longmont programs) for the duration of the program.

Date \_\_\_\_\_

## **Endorsement of Application by Agency Chief Executive Officer**

NIC will return as "incomplete" application forms that do not have the endorsement of the chief executive officer of the agency, as defined below.

- For **jails**. If the jail is under the sheriff, the sheriff must endorse the application. If not, the application must be endorsed by the chief executive officer of the local department of corrections.
- For **prisons**. The director or commissioner of the state department of corrections.
- For **community corrections**. The head of the agency, such as the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.
- For **employees of the Federal Bureau of Prisons**. Both the warden and the assistant director of human resource management at the central office.

**Individuals from private organizations** must submit with their application an endorsement letter from the chief executive officer (as defined above) of the public agency to which the private organization provides service. The endorsement letter *must verify that the private organization is contractually or statutorily required to deliver services to the corrections agency making the endorsement.*

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## **Nomination/Endorsement**

Nomination or endorsement must be made by the chief executive officer as defined above.

I recommend \_\_\_\_\_ for participation in the National Institute of Corrections training program for which this application is being submitted. This nomination is made on the basis that the candidate (individually or as a member of a team) will be in a position to effect improvement in our organization. The information provided is accurate and complete. I agree that if the participant in this training program develops an action plan for our agency, outcomes of the implementation will be provided on request to NIC to determine the impact of the training on our organization.

\_\_\_\_\_  
Signature of chief executive officer

\_\_\_\_\_  
Date

\_\_\_\_\_  
Type or print name

\_\_\_\_\_  
Title of chief executive officer

(     )  
\_\_\_\_\_  
Telephone

**Statement of Interest to Host Partnership Programs**(to be completed by **agencies** applying to host a partnership program)

Agencies interested in hosting an NIC partnership program must complete (type or print legibly) and sign this form, obtain the necessary endorsement, and mail or fax (by the due date) to the National Institute of Corrections, 1960 Industrial Circle, Longmont, CO 80501; fax 303-682-0469. All Statements of Interest will be acknowledged.

Partnership program title \_\_\_\_\_

Partnership program number 02-\_\_\_\_\_

Agency name \_\_\_\_\_

Agency address \_\_\_\_\_

City/State \_\_\_\_\_ ZIP Code \_\_\_\_\_

Agency contact person \_\_\_\_\_

Title \_\_\_\_\_

Telephone ( ) \_\_\_\_\_ Fax ( ) \_\_\_\_\_

Title of partnership program requested \_\_\_\_\_

Training date(s) in order of priority \_\_\_\_\_

Facilities available to accommodate the training (*a large main room—1,200 square feet minimum—and at least two adjacent or nearby breakout rooms—400 square feet minimum each—are required*)

**Endorsement of Application by Agency Chief Executive Officer**

Nomination/endorsement must be made by the chief executive officer as defined on the back of this application.

Our agency is interested in hosting the above-named partnership program. If accepted to host this training program, we acknowledge that all expenses except those of the trainers and training materials are our responsibility as the requesting agency. Further, we agree to publicize this program and solicit the appropriate number of participants (24-30).

\_\_\_\_\_  
Signature of chief executive officer\_\_\_\_\_  
Date\_\_\_\_\_  
Type or print name\_\_\_\_\_  
Title of chief executive officer( ) \_\_\_\_\_  
Telephone

## **Endorsement of Application by Agency Chief Executive Officer**

NIC will return as "incomplete" application forms that do not have the endorsement of the chief executive officer of the agency, as defined below.

- For **jails**. If the jail is under the sheriff, the sheriff must endorse the application. If not, the application must be endorsed by the chief executive officer of the local department of corrections.
- For **prisons**. The director or commissioner of the state department of corrections.
- For **community corrections**. The head of the agency, such as the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.
- For **employees of the Federal Bureau of Prisons**. Both the warden and the assistant director of human resource management at central office.
- Individuals from **private organizations** must submit an endorsement letter from the chief executive officer (as defined above) of the public agency to which the private organization provides service. The endorsement letter must verify that the private organization is contractually or statutorily required to deliver services to the corrections agency making the endorsement.

## Site Coordinator's Registration for 3-Hour Videoconference

Program title \_\_\_\_\_

Program date \_\_\_\_\_

**Registration is free.** Site coordinators are needed! If you are interested in facilitating a downlink site in your community, register online or complete this form and mail or fax it to: Mary Ann Karre, NIC Academy, 1960 Industrial Circle, Longmont, CO 80501; fax: 303-682-0469; NIC Web site: [www.nicic.org](http://www.nicic.org). Registration forms must be received 1 week before broadcast date. Information packets will be available on the NIC Web site.

Please type or print legibly the information requested

Participant viewers: If you would like to take part in the videoconference, visit  
the NIC Web site for viewing sites in your area.

Application date \_\_\_\_\_

Site coordinator/contact person \_\_\_\_\_

Title \_\_\_\_\_

Agency name \_\_\_\_\_

Mailing address \_\_\_\_\_  
\_\_\_\_\_

Contact numbers:

Telephone (     ) \_\_\_\_\_

Fax (     ) \_\_\_\_\_

E-mail address \_\_\_\_\_

We will be viewing by (check one or both):

Satellite \_\_\_\_\_

Internet \_\_\_\_\_



## Site Coordinator's Registration Distance Learning 32-Hour Training Program

Program title \_\_\_\_\_

Date of site coordinator's training \_\_\_\_\_

Date of distance learning program \_\_\_\_\_

To apply, complete (**type or print legibly**) and sign this form, obtain the necessary endorsement, and mail or fax it to: NIC Academy, 1960 Industrial Circle, Longmont, CO 80501; fax 303-682-0469. **Each item of this application must be completed.** Application due date is 1 month before the site coordinator's training.

Applicant site coordinator \_\_\_\_\_ Title \_\_\_\_\_

Agency name \_\_\_\_\_

Type of agency (check one). ☐ Federal ☐ State ☐ Local ☐ Other

Agency address \_\_\_\_\_

City/State \_\_\_\_\_ ZIP Code \_\_\_\_\_

Telephone (include area code) (\_\_\_\_) \_\_\_\_\_ Fax (\_\_\_\_) \_\_\_\_\_

E-mail address \_\_\_\_\_

Signature of applicant \_\_\_\_\_ Date \_\_\_\_\_

### Nomination/Endorsement

Nomination/endorsement must be made by, or under the name and authority of, the chief executive officer or administrator of the agency, as defined on the back. It is recommended that a 3-person team be site coordinators/facilitators. The team should consist of a content person, a facilitator, and a technology person.

I recommend \_\_\_\_\_ for participation in the NIC site coordinator's training. This nomination is made on the basis that the candidate (individually or as a member of a team) will be in a position to facilitate our participation in this training program. I understand that we will need to provide:

\_\_\_\_\_ A satellite or Internet hookup for the site coordinator's training.

\_\_\_\_\_ A satellite or Internet hookup utilizing a projector to enlarge the signal from the computer for the training program.

\_\_\_\_\_ A training site large enough to accommodate at least 24 participants for the training program.

The information provided above is accurate and complete. We will be using (check one or both):

☐ Satellite or ☐ Internet for reception\_\_\_\_\_  
Signature of administrator/CEO\_\_\_\_\_  
Date\_\_\_\_\_  
Type or print name\_\_\_\_\_  
Title of administrator/CEO(\_\_\_\_)  
\_\_\_\_\_  
Telephone

## **WHO SHOULD ENDORSE APPLICATIONS**

NIC will return as "incomplete" application forms that do not have the endorsement of the chief executive officer of the agency, as defined below:

- For **jails**. If the jail is under the sheriff, the sheriff must endorse the application. If not, the application must be endorsed by the chief executive officer of the local department of corrections.
- For **prisons**. The director or commissioner of the state department of corrections.
- For **community corrections**. The head of the agency, such as the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.
- For **employees of the Federal Bureau of Prisons**. Both the warden and the assistant director of human resource management at the central office.

Individuals from **private organizations** must submit an endorsement letter from the chief executive officer (as defined above) of the public agency to which the private organization provides service. The endorsement letter *must verify that the private organization is contractually or statutorily required to deliver services to the corrections agency making the endorsement.*

## Application for Regional Field Coordinator

To apply, complete this form, obtain the necessary endorsement, and mail or fax it to the NIC Academy, 1960 Industrial Circle, Longmont, Colorado 80501; fax 303-682-0469. Each item of this application must be completed to be given consideration.

Mr. \_\_\_\_\_ Ms. \_\_\_\_\_ Mrs. \_\_\_\_\_

Name \_\_\_\_\_

Title \_\_\_\_\_

Is your primary job responsibility staff training?

Yes \_\_\_\_\_ No \_\_\_\_\_

Number of offenders/clients \_\_\_\_\_

Number of staff \_\_\_\_\_

Agency \_\_\_\_\_

Mailing address \_\_\_\_\_

City \_\_\_\_\_ County \_\_\_\_\_

State \_\_\_\_\_ ZIP Code \_\_\_\_\_

Telephone (\_\_\_\_) \_\_\_\_\_

Fax (\_\_\_\_) \_\_\_\_\_

E-mail \_\_\_\_\_

Type of agency (check one)

- ☐ Federal—Bureau of Prisons
- ☐ Federal—Other
- ☐ State
- ☐ Indian country—Bureau of Indian Affairs
- ☐ Indian country—Tribal
- ☐ Regional
- ☐ County
- ☐ Municipal
- ☐ U.S. commonwealth or territory
- ☐ Foreign
- ☐ Private

Primary area of corrections (check one)

- ☐ Adult jail
- ☐ Adult community corrections
- ☐ Adult prison
- ☐ Other \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

### Nomination/Endorsement

Nomination or endorsement must be made by the chief executive officer as defined on the back of this application.

I recommend \_\_\_\_\_ to serve as a regional field coordinator (RFC) for the National Institute of Corrections Academy. This nomination is made on the basis that the candidate will be in a position to effect improvement in our organization and will serve as an RFC for \_\_\_\_\_ year(s) (maximum 3). The information provided is accurate and complete.

Signature of chief executive officer

Date

Type or print name

Title of chief executive officer

(\_\_\_\_)

Telephone

## **Endorsement of Application by Agency Chief Executive Officer**

NIC will return as "incomplete" application forms that do not have the endorsement of the chief executive officer of the agency, as defined below.

- For **jails**. If the jail is under the sheriff, the sheriff must endorse the application. If not, the application must be endorsed by the chief executive officer of the local department of corrections.
- For **prisons**. The director or commissioner of the state department of corrections.
- For **community corrections**. The head of the agency, such as the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.
- For **employees of the Federal Bureau of Prisons**. Both the warden and the assistant director of human resource management at the central office.

**Individuals from private organizations** must submit with their application an endorsement letter from the chief executive officer (as defined above) of the public agency to which the private organization provides service. The endorsement letter *must* verify that the private organization is contractually or statutorily required to deliver services to the corrections agency making the endorsement.

**National Institute of Corrections  
Advisory Board**

**Michael Brown**

Attorney  
Department of Justice, Civil Bureau  
Concord, New Hampshire

**Norman A. Carlson**

Chisago City, Minnesota

**Sharon English**

Rancho Murieta, California

**Newman Flanagan**

Executive Director  
National District Attorneys Association  
Alexandria, Virginia

**Michael Gaines**

Chairman  
U.S. Parole Commission  
Chevy Chase, Maryland

**James H. Gomez**

Deputy Executive Officer  
California Public Employees Retirement System  
Sacramento, California

**Mary Lou Leary**

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Office of Justice Programs  
U.S. Department of Justice  
Washington, D.C.

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University of Chicago Law School  
Chicago, Illinois

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**Gayle E. Ray**

Sheriff  
Davidson County Sheriff's Department  
Nashville, Tennessee

**Kathleen Hawk Sawyer**

Director  
Federal Bureau of Prisons  
U.S. Department of Justice  
Washington, D.C.

**Judge Fern M. Smith**

Director  
Federal Judicial Center  
Washington, D.C.

**Arthur M. Wallenstein**

Director  
Montgomery County Department of Correction  
and Rehabilitation  
Rockville, Maryland

**Odie Washington**

Director  
District of Columbia Department of Corrections  
Washington, D.C.

**John Wilson**

Acting Administrator  
Office of Juvenile Justice and Delinquency  
Prevention  
U.S. Department of Justice  
Washington, D.C.

[vacant]

Assistant Secretary for Children and Families  
U.S. Department of Health and Human Services  
Washington, D.C.

**END**

**10-31-01**



